

ABSTRACT

Why Bowl? Exploring Competitive Bowlers' Experiences and Perspectives within Bowling Associations: A Multiple Case Study

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The sport of bowling encompasses recreational, youth, competitive, amateur, collegiate, and professional bowlers. Although researchers have investigated motivations that influence individuals to participate in the sport, studies have not separated experiences by the aforementioned type of bowler within research. The bowling community includes various organizations that work to serve bowlers through resources, events, and member participation. There is a lack of literature that focuses on the benefits and culture these organizations provide bowlers. The purpose of this qualitative multiple case study is to investigate the experiences of competitive bowlers within bowling organizations. This study focuses specifically on participants' experiences in three bowling associations: The United States Bowling Congress, The National Bowling Associations, and the Underground Bowling Association.

This study explores competitive bowlers' experiences by examining their motivations to pursue the sport, their influences to join bowling associations, and their participation as competitive bowlers related to the culture of these associations. The study

utilizes theories of Maslow's Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) to investigate the construct of motivation. Multiple data collection techniques are used to analyze the experiences of competitive bowlers through qualitative questionnaires and interviews. Participants in the study self-identified as competitive bowlers who are members of various bowling organizations. Data analysis includes coding, content analysis, narrative analysis, and cross-case analysis to create themes and categories from the data collected.

The results of the study reveal the participants' experiences through the themes created to provide each organization with information to enlighten their membership experience and engagement strategies. The findings inform the organizations about the realities members face in them, add to the literature on competitive bowlers, and expose the non-bowling community to the sport of bowling as well as to the organizations that provide resources to this community.

Keywords: Competitive Bowling, Bowling Organizations, USBC, TNBA, UBA, Motivation, Organizational Culture

Why Bowl? Exploring Competitive Bowlers' Experiences and Perspectives
within Bowling Associations: A Multiple Case Study

by

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A Dissertation

Approved by the Department of Curriculum and Instruction

Brooke Blevins, Ph.D., Chairperson

Submitted to the Graduate Faculty of
Baylor University in Partial Fulfillment of the
Requirements for the Degree
of
Doctor of Education

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August 2021

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LIST OF ABBREVIATIONS

ABC: American Bowling Congress

BPAA: Bowling Proprietors' Association of America

DMV: Washington D.C., Maryland, Virginia

LPBA: Ladies Professional Bowlers Association

PBA: Professional Bowling Association

PWBA: Professional Women's Bowling Association

TNBA: The National Bowling Association

UBA: Underground Bowling Association

USBC: United States Bowling Congress

WIBC: Women's International Bowling Congress

WPBA: Women's Professional Bowlers Association

ACKNOWLEDGMENTS

I would like to begin by thanking my mentor and advisor, Dr. Leanne Howell and the advising team of Dr. Brooke Blevins and Dr. Tony “Poppy” Talbert. I am grateful for their mentoring and countless hours spent assisting me with my study at Baylor University and attending to me holistically as a student and as an individual. I want to thank the Writing Center Team (Dr. Lacy Crocker Papadakis, Dr. Nick Werse, Dr. Jess Smith, and Mr. Joshua Smith) for time spent discussing and providing direction, clarity, and support. I also want to thank Dr. Rhonda Hylton for her guidance, time, and support. Many thanks are owed to my Peer Working Group (Dr. Cecile Carson, Dr. Marsha Kocurek, and Dr. Suraju Jolaoso) and Resource Group (Dr. Ashley Gibson, Dr. Amy Britton, Dr. Taylor Bunn, Dr. Sherita Wilson-Rodgers, Dr. Kyndra Tyler, Dr. Becki Hale, Dr. Tanya Madrigal, Dr. Adele Williams, Dr. Kristen Vesely and Dr. Cris Slotoroff). Lastly, many thanks to my co-worker and supervisor (Tolu Ogundulu and Cristal McDonald) for their patience and kindness through this three-year experience. Each individual has given me guidance, time, kindness, friendship, support, dedication, and spiritual encouragement to expand my perspective as a scholar and as a working professional.

This study could not have taken place without the support of various individuals within the academic and bowling community. My training in research began at Morgan State University. Therefore, I want to thank Dr. Stella Hargett, Dr. Angela Howell, and Dr. Natasha Pratt-Harris for their guidance, support, and encouragement through my

undergraduate studies. Although no participants were speaking on behalf of any of the organizations mentioned, members' willingness to share their experiences as bowlers within these organizations was instrumental. Additionally, I need to thank Dr. Cassandra Williams, Antoinette Drakeford, and Ron Simms for their bowling experience and guidance in navigating a doctoral program. I have deepened my respect for these bowlers, for their passion for the sport, and for their dedication to bowling organizations they self-identify with, all to move the sport forward.

Finally, I would like to thank my family (Rebecca Webb, the late Rashee Wheeler, Khalid Wheeler, Teka Wheeler, Sabreenia Hill, Ade Wheeler, Thaya Wheeler, Femi Wheeler, Jessica Fitchben, and my nieces Londyn Wheeler, Adrienne Wheeler, and Zoey Wheeler) and my close circle of friends, giving a special shout out to Antwan Brown, Dr. Felicia Pratt, Buster Vroom, Arlene Poole, Yvette Ford Atkinson, Frazier, Atkinson, Shayla Lightfoot and The Jamison Family. Additionally, I need to thank my best friend, roommate, sister, the Shaggy to my Scooby, Isis Tutman, for her love, support, and friendship over the last decade. Last but not least, I would like to appreciate, acknowledge, and thank my better-half, Norris Jamison, for his support, encouragement, prayer, and dedication for seeing this achievement to fruition. He is truly the ying to my yang, and I want to give him his flowers for his unconditional love. The support, love, care, and motivation throughout this process were invaluable and appreciated more than words can provide. It is through these experiences and individuals, mentioned and not mentioned, that I have found a passion to continue to work on the positive exposure, access, history, culture, comradery, and resources of the sport of bowling, bowling organizations, and the community it serves.

DEDICATION

To the sport of bowling and the bowling community
I hope this is just the beginning of our exposure and the things we can accomplish.

To my parents and family
For their support and love

To my friends and support systems
For believing in me
#BowlingIsLife #WhyBowl? #USBC #TNBA #UBA

CHAPTER ONE

Introduction to the Problem of Practice

Introduction

Traditionally, professional bowling evokes images of focused players, a quiet audience, and an atmosphere that lacks cheer and excitement (Underground Bowling Association, n.d.). These conventional perceptions of professional bowling are no longer accurate. Amateur and professional bowling is now full of energy, laughter, and cheer among bowlers and spectators alike. These images represent the true reflection of the sport of bowling among millions. Within the culture and socialization that the game creates, discovering what motivates individuals to participate in, compete in, and join vital organizations within the bowling community is important. Each bowling organization aims to provide numerous opportunities for its members, which raises the question: Do these resources provide motivational factors that influence member experience and engagement?

This study explored the motivational factors that influence competitive bowlers to join bowling organizations. The current bowling organizations serve as the central focus of the study. They include: The United States Bowling Congress (USBC), The National Bowling Association (TNBA), and the Underground Bowling Association (UBA). These bowling organizations share one thing in common: all members must have an active membership with the United States Bowling Congress (USBC). This study analyzes the factors that drive bowlers to engage with the sport of bowling through Maslow's Theory of Hierarchal Needs (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination

Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). The impact of each organization's culture on member engagement demonstrates the possible similarities of experiences across associations. Although all members are part of the broader organizational culture, the way the culture is perceived among regions often varies. Thus, the study explores the impact of motivation, engagement, member need, and culture on competitive bowlers' experiences within bowling organizations.

Statement of the Problem

Each bowling organization intends to provide its members and the greater bowling community with entertainment, competition, and resources. Each organization approaches member experience and engagement in unique ways. Additionally, each organization supports the plan to provide access and visibility for the sport.

Organizational goals among the United States Bowling Congress (USBC), Professional Bowling Association (PBA), Professional Women's Bowling Association (PWBA), The National Bowling Association (TNBA), the Bowling Proprietor's Association of America (BPAA), and the Underground Bowling Association (UBA) are to promote bowling by providing opportunity, education, competition, and resources for members and for the broader bowling community.

Past research highlights the impact of organizational culture and connection of it to the success within an organization (Cruickshank & Collins, 2012); however, little research focuses on bowling associations and their members' experiences. For example, Piggott (1975) noted, "the success and satisfaction of adult male bowlers came from their

task and affiliation motivation,” (p. 4). The author posited successful male bowlers were high in task and affiliation motivation (Piggott, 1975). Success was measured through the bowlers’ league averages from the end of the season (Piggott, 1975). Data were collected through Marten’s Competition and Participation Relations Questionnaire, Lynn’s Achievement Motivation Questionnaire, and a demographic questionnaire (Piggott, 1975). However, the study lacks literature on the several types of bowlers such as professional, competitive, or recreational; this study only includes male bowlers in one league and one bowling alley location. The study also fails to identify the types of motivations that led male bowlers’ success.

Another study discussed recreational participation within the sport of bowling (Briggs, 1999). The author found evidence that the sport had trouble converting recreational bowlers into more serious bowlers (Sporting Goods Manufacturers Association, 1998). Briggs (1999) identified the factors that influence participation within the sport by uncovering why people engage in the sport, how personal motives differ depending on recreational or competitive status, and how bowlers are classified while participating (Briggs, 1999). The study determined the influences of participation by gender (male or female) and bowler type (recreational or competitive). Although this research adds to the existing landscape of bowling, this classification limits the diverse types of bowlers, as well as their motivations, based on their classification.

Additionally, the benefits for bowling categories identified in Briggs’ (1999) study did not encompass many of the reasons identified in the literature. The sport of bowling provides countless benefits to participants. Professional, amateur, collegiate, and youth bowlers all have opportunities to travel nationally and internationally to compete.

Physical benefits from the sport include, improving muscle flexibility and range of motion, developing arm and leg strength, and improving hand-eye coordination (Krause, 2007). Social benefits are also prevalent; many participants experience the energy of conversing, cheering, and connecting with individuals who share similar interests (Krause, 2007). Mental motivations and benefits are gained through goal setting and self-determination (National Academies of Sciences, Engineering, and Medicine, 2018). Briggs' (1999) research specifically identifies reasons individuals participate in the sport: health, social aspects, pleasure, creative discovery, and goal orientation. Overall, existing literature fails to identify key factors that explain the motivations of individuals to participate in the sport, as well as how these motivational factors influence their decisions to join bowling associations.

A study by Teo et al. (2015) focuses on the intrinsic and extrinsic motivation of adolescent bowlers. This research investigates several types of motivation based on the Self-Determination Theory to discover if participant motivations differ across gender and competitive versus casual bowlers (Teo et al., 2015). The study used the Sport Motivation Scale questionnaire to measure “intrinsic motivation to know, intrinsic motivation to accomplish, intrinsic motivation to experience stimulation, extrinsic motivation to identify regulation, extrinsic motivation for introjection regulation, extrinsic motivation to external regulation, and amotivation,” (Teo et al., 2015, p. 241). The study discovered motivational influences across bowler gender, but not bowler type. As of April 2020, there are approximately two million active competitive bowlers in the United States (United States Bowling Congress, n.d.). In early 2018, FOX Sports entered a partnership

with the Professional Bowling Association (PBA) to increase the visibility of the sport for competitive and professional bowling (FOX Sports, 2019).

Existing literature outlines how bowlers often measure their motivations to bowl based on previous success and satisfaction of high bowling averages. Bowlers are also motivated by pleasure, health, social, and goal-oriented tasks. Additionally, bowlers' motivation is often not impacted by the type of bowler they choose to be. The literature focuses on geographical regions without highlighting organizational participation. This research study focuses on competitive bowlers. Competitive bowlers are defined as bowlers who participate on the local and national level (Teo et al., 2015), whereas recreational bowlers are defined as bowlers who participate casually (Teo et al., 2015). It is important for bowling organizations to understand bowlers' motivation to participate in the sport to adequately support and engage the bowling community. The study gathers information through rich, thick descriptions of competitive bowlers using qualitative data (Creswell & Creswell, 2018; Creswell & Poth, 2018).

Purpose of the Study

The purpose of this research is to explore the experiences of competitive bowlers within three bowling organizations. The study examines the motivations that influence competitive bowlers to join these bowling organizations. The study also considers how motivational theories impact bowlers' motivations and needs within the sport, as well as how the culture of an organization influences a members' experience. The primary question this qualitative multiple case study seeks to answer is: what are the motivations that influence competitive bowlers to join bowling organizations? The study explores the following sub-questions:

1. How does the culture of bowling organizations impact the experiences of competitive bowlers?
2. How does membership in bowling organizations meet the needs of bowlers?

Maslow's Theory of Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994) and Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) explore individuals' needs and motivational influences. This research seeks to explore how competitive bowlers are driven by several elements within these motivational theories that direct their needs and drive them to participate in the sport and within bowling organizations. Additionally, Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) is a motivating factor for member engagement (Frontiera, 2010). Therefore, it is essential to understand how motivation and culture work together to impact members' experiences within bowling organizations.

Theoretical Framework

The theoretical frameworks used for this study included Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) to frame the foundation of competitive bowlers' experiences within bowling organizations. These theories demonstrate how individuals understand motivation through their experiences. Before introducing these theories, it is important to define motivation, as it may play a key role in member experience and engagement within bowling organizations. Motivation is defined as "a condition that activates and sustains behavior toward a goal. It is critical to learning and achievement across the life span in

informal settings and formal learning environments” (National Academies of Sciences, Engineering, and Medicine, 2018, p. 109). For proper motivation, individuals need to have the right mindset, values, and beliefs (National Academies of Sciences, Engineering, and Medicine, 2018). Motivation provides the self-determination athletes and leaders need to drive outcomes and achieve goals (National Academies of Sciences, Engineering, and Medicine, 2018). Understanding competitive bowlers’ experiences and their motivation to participate provides information to organizations about strategies they need to keep members engaged and ensure adequate resources are provided to them.

Three theories inform this framework: Maslow’s Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Within this framework, Maslow’s Hierarchy of Needs Theory and Self-Determination Theory focus on the wants and needs of individual bowlers. Maslow’s Theory posits that individuals are intrinsically motivated by needs such as physiology, safety, love, esteem, and self-actualization (Maslow, 1954; Oxford & Shearin, 1994). Using this lens, the framework showcases how competitive bowlers are motivated by a variation of these intrinsic needs as they pursue the sport of bowling and join bowling organizations. Self-Determination Theory assumes that individuals are motivated by growth and psychological needs that are intrinsic or extrinsic in nature, such as autonomy, competence, and relatedness (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). Using this view, the framework demonstrates that competitive bowlers are motivated by these universal needs as they participate in bowling and choose to join

bowling organizations. Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) focuses on the factors that influence bowlers to join bowling associations. From this perspective, the framework illustrates how competitive bowlers are influenced and guided to join associations by the culture within the bowling organizations.

Maslow's Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994) describes how individuals are influenced through five levels of needs. Figure 1.1 illustrates Maslow's pyramid of needs includes physiological, safety, love and belonging, esteem, and self-actualization (Maslow, 1954).

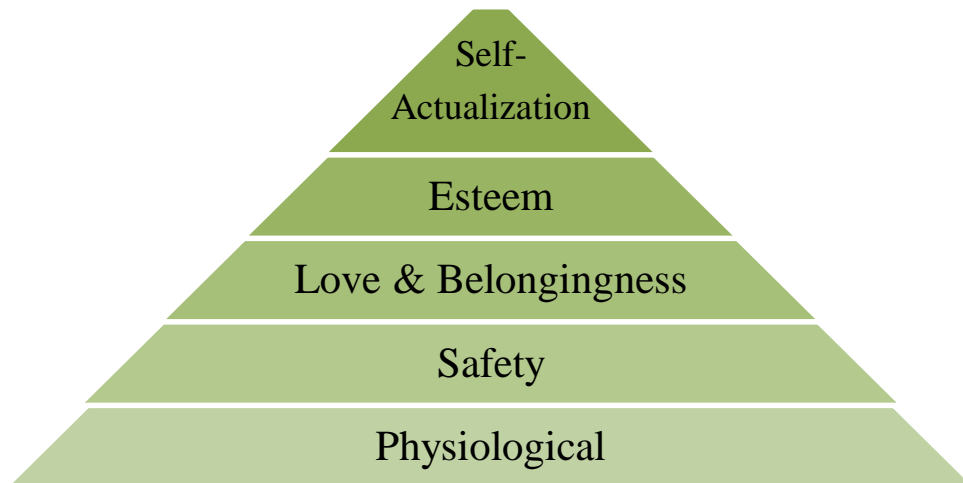


Figure 1.1. Maslow's hierarchy of needs pyramid.

The structure of the pyramid positions the most basic needs at the bottom and the more complex needs at the top (Maslow, 1954). Maslow's Theory is essential to this study because athletes who are motivated work hard to achieve their goals (Maslow, 1954). The study assumes that the motivation to bowl lies between the first three tiers of the pyramid for competitive bowlers. The fourth and fifth tiers illustrate the more complex needs as

the cycle continues the same assumptions for a bowlers' decision to join bowling organizations, guiding this study. The study seeks to support these assumptions with qualitative data and perspectives from competitive bowlers within the United States.

Self-Determination Theory explains human motivation (Deci & Ryan, 1980; Deci & Ryan, 1985; Gagne & Deci, 2005). In this theory, individuals fulfill needs and goals through autonomy, competence, and relatedness (Ryan & Deci, 2000). As individuals experience these characteristics, their participation is impacted, resulting in increased performance (Ryan & Deci, 2000). Figure 1.2. demonstrates this flow.

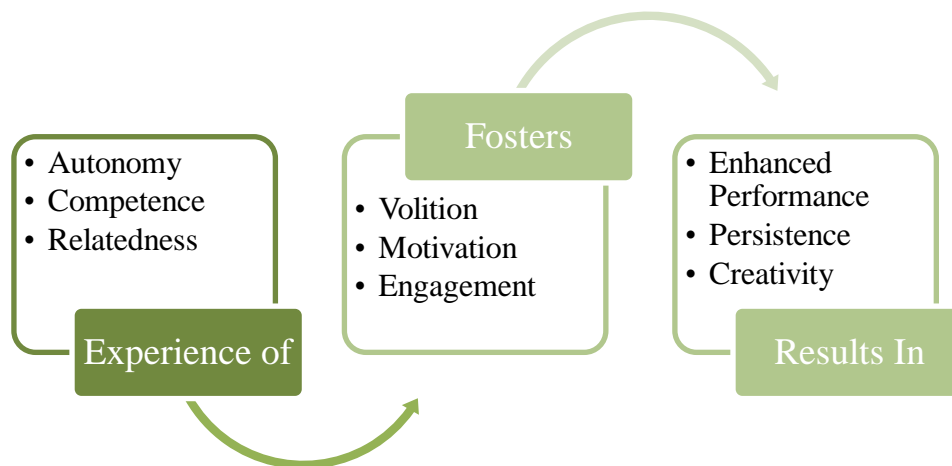


Figure 1.2. Self-determination theory.

Self-Determination Theory also notes how autonomous (intrinsic) and controlled (extrinsic) motivators lead to different actions and experiences (Deci & Ryan, 1980; Dworkin, 1988; Gagne & Deci, 2005). According to this theory, individuals behave and are motivated by actions that provide the most satisfaction (Deci & Ryan, 1980). These motivations can be intrinsic or extrinsic and influence decision-making and determination to participate in various activities (Deci & Ryan, 1980; Gagne & Deci, 2005).

Competitors with high self-determination perform better than those who have low self-determination (Peters & Stefanek, 2011). This research analyzes determination through motivation, decision-making, and experiences of competitive bowlers.

Lastly, Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) offers another lens through which to view research in this study. Culture pertains to a set of meanings, values, beliefs, and expectations shared by a group (Fletcher & Arnold, 2011; Louis, 1985). Organizational Culture is the means of accomplishing objectives in an organization (Frontiera, 2010) and is categorized into integration and differentiation. Cultural integration demonstrates that members of an organization share one culture (Frontiera, 2010). Cultural differentiation permits for the inconsistency of cultural elements (Frontiera, 2010). Robbins & Judge (2013) defined organizational culture as the shared meanings understood by members of an organization. Figure 1.3 illustrates the seven parts that create organizational culture according to Robbins & Judge (2013).



Figure 1.3. What is organizational culture?

The created figure, illustrated above, displays that organizational culture encompasses attention to detail, innovation and risk-taking, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Robbins & Judge, 2013). The essence of an organization's culture is captured when members are innovative and take risks; when members pay attention to detail; when members and leadership focus on outcomes; when leadership consider the affect, the outcomes have on members; when organizational activities focus around teams; when the organization encourages competition; and when the organization focuses on maintaining existing structures and overall growth (Robbins & Judge, 2013). The culture unanimously shared among bowlers, regardless of the organization, is the socialization within the sport of bowling. Each bowling organization provides members with a shared purpose and expresses culture through day-to-day activities, organizational practices, and communication from leadership.

Definition of Key Terms

Definitions of key terms throughout this study include:

Amateur: An amateur is an individual who partakes in a sport for recreational purposes.

American Bowling Congress: Created in 1895, ABC formalized assorted services for the sport of bowling, including membership, league sanctions, regulations and rules, protection of bowler funds from theft and misuse, awards for bowling score achievements, free tournament sanctioning, standards of bowling alley maintenance, and publicizing the works of the ABC. ABC merged with USBC in 2005 (United States Bowling Congress, n.d.).

Bowling Proprietors Association of America: BPAA is a nonprofit organization that operates for bowling center owners (Bowling Proprietor's Association of America, n.d.).

Competitive Bowler: A bowler who actively participates in leagues and tournaments.

Culture: Culture is the practice of common values, beliefs, and practices of members of a group (Fletcher & Arnold, 2011).

League: In bowling, a league is a group event in which several teams bowl against each other throughout a season. Leagues can have various combinations, such as the number of members on a team and their gender or age classification (e.g., male, female, youth).

Maslow's Hierarchy of Needs Theory: A motivational theory that explains that individuals are influenced by their human needs (physiological, safety, love and belonging, esteem, and self-actualization; see discussion in Maslow, 1954; Oxford & Shearin, 1994).

Motivation: A concept that explains the intrinsic (personal) and extrinsic (environmental) influences that drive individuals to complete tasks or activities (Ormrod, 2019).

Organizational culture: A system of shared beliefs and meaning held by members of an organization that comprises organizational culture (Scott, 1997).

Professional Bowlers Association: In 1958, 33 founding members formed the PBA, the major league of bowling worldwide (Professional Bowling Association, n.d.).

Professional Women's Bowling Association: "The Professional Women's Bowling Association (PWBA) Tour showcases the top female bowlers in the world" (United

States Bowling Congress, n.d.). The tour consists of various events and tournaments that bowlers can compete (Professional Women's Bowling Association, n.d.).

Professional: In the realm of sports, a professional is one who engages in a sport professionally through rigorous talent, stamina, drive, practice, and training.

Self-Determination Theory: A motivational theory that explains individuals have intrinsic and extrinsic psychological needs, such as autonomy, competence, and relatedness that influence their actions (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985).

Spectator: A spectator is an individual who watches an activity or sport without participating (Spectator, 2019).

Sports organization: An organization in the sports field has identified goals, structured activities, and boundaries (Slack & Parent, 2006).

Ten Pin Bowling: According to Yaari and David, 2012, ten pin bowling is:

A bowling game is composed of 10 frames. In each frame, the player has two attempts, if needed, to roll a ball from the start line, aiming to knock over pins 60 feet down the lane. Each frame's starting setup comprises ten pins arranged in an equilateral triangle shape, with one of its perpendicular bisectors pointing to the arrow bowler along the center of the lane. (p. 2)

The National Bowling Association: TNBA is a nonprofit corporation organized in 1939 for the express purpose of encouraging African American bowlers to develop their skills in the game of Ten-pin. Originally, TBNA was the National Negro Bowling Association (National Bowling Association, Inc., n.d.).

Underground Bowling Association: The UBA emerged from the idea that bowling is not just a spectator's sport. The UBA is a nonprofit, semiprofessional bowling association

directed toward the urban and new generation of bowlers with unique or original bowling styles (Underground Bowling Association, n.d.).

United States Bowling Congress: USBC is the nationwide governing body for bowling, which provides regulations, benefits, resources, and competition for the bowling community (United States Bowling Congress, n.d.).

Women's International Bowling Congress: Established in 1916, the WIBC became the WNBA in 1971. The intent with the WIBC was to provide recognition of women for Ten-pin bowling. In 2005, the WNBA—and, by extension, WIBC—merged with USBC (United States Bowling Congress, n.d.).

Conclusion

Previous studies on the sport of bowling focus on participants' recreational experiences within the sport (Teo et al., 2015) and on the participation rates and motivational factors that influence individuals to engage with the sport (Briggs, 1999; Teo et al., 2015). Most research on the sport of bowling has been quantitative in nature, never truly exploring the experiences and voices of competitive bowlers themselves. This study explores the experiences of competitive bowlers within the sport of bowling and bowling organizations. A qualitative multiple case study design uncovers participants' experiences and shares their perspectives. The theoretical frameworks utilizes elements of Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Together, these frameworks establish intrinsic and extrinsic motivation factors which impact a bowlers' experience to pursue the sport and

join organizations within the bowling community. This research sheds light on the need to understand what influences members to join these organizations, so that leadership within bowling associations can use the data to improve engagement and the overall bowling experience for members and for the bowling community.

CHAPTER TWO

Literature Review

Introduction

This review of the literature argues that Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) impacts competitive bowlers' experiences within the sport and its organizations. Muhammed Ali said, "champions aren't made in gyms. Champions are made from something they have deep inside them: a desire, a dream, a vision...but the will must be stronger than the skill" (Hinitz, 2006, p. 22). Competitive bowlers have intrinsic and extrinsic factors that influence their decisions to participate in the sport of bowling. These motivations are essential in understanding why members participate in and join bowling organizations. Since membership is essential for these associations, engagement of members should be intentional. The culture an organization possesses is vital to a members' experience and needs to be deliberately enhanced to provide exceptional service. Successful organizations have a strong sense of culture which, in turn, boosts members' motivation and their desire to participate in activities provided by the organization (Warrick, 2017).

The ensuing review unfolds in six steps. First, this chapter surveys the history of bowling organizations and their impact on the sport. Second, the chapter examines the theories of motivations to understand bowlers influences to participate in the sport. Third,

the chapter establishes that member engagement is influenced by motivation recognizing that motivation enhances how organizations interact with their membership. Fourth, the chapter highlights the importance of organizational culture as the study examines the motivational theories and member engagement within bowling organizations. Fifth, the chapter discusses the impact culture has on sports organizations. Finally, the chapter concludes by analyzing the implications of current research on bowling organizations related to expanded engagement, member experience, and exposure of the sport and its resources to the non-bowling community.

History of Bowling Organizations

Bowling associations are organizations that work to serve the bowling community. Bowling associations have similar missions to provide opportunities and resources to members. Each organization has its own organizational structures and cultures, which impacts members' experiences across associations. The current study explored member experiences in three organizations: The United States Bowling Congress (USBC), The National Bowling Association (TNBA), and the Underground Bowling Association (UBA). The following section provides an overview of each bowling organization.

United States Bowling Congress (USBC)

USBC was formed on January 1st, 2005 (United States Bowling Congress, n.d.). USBC has a national headquarters and local senates across the United States. The local senates govern all local tournaments and leagues bounded by the regulations provided through the national office. All bowling organizations require bowlers to pay fees to be active members and participate in events. USBC provides rules, regulations, functions,

benefits, and fun for all skill levels (United States Bowling Congress, n.d.). The mission of USBC is to provide resources and standards through value, commitment, innovation, integrity, and inclusiveness for the sport of bowling (United States Bowling Congress, n.d.). USBC envisions leading the sport and community of bowling (United States Bowling Congress, n.d.). USBC promises to use the past, to create the present, and to pave the way for the future of the sport (United States Bowling Congress, n.d.). USBC created numerous initiatives and programs for members to access, such as Youth Bowling, High School Bowling, Collegiate Bowling, Coaching, Team USA, Junior Team USA, Tournament Playing Rules, Equipment Specifications and Certification, the Scholarship Management & Account Reporting for Tenpins (SMART), and the Registered Volunteer Program (United States Bowling Congress, n.d.). As outlined in its mission and vision, USBC highlights membership diversity and inclusion and enhances relationships to remove barriers within bowling (United States Bowling Congress, n.d.). In line with this diversity, members have opportunities to gain experience about and embrace individuals regardless of cultural, social, economic, or political background.

Understanding the history of the USBC is important to understand the structure of the sport. Before creating a formal governing body, bowlers used various non-standard rules (United States Bowling Congress, n.d.). By the mid-19th century, the sport grew across many countries (United States Bowling Congress, n.d.). In 1875, the National Bowling Association (NBA) was created (United States Bowling Congress, n.d.). Due to differences among bowlers in the New York State area, the American Bowling Congress (ABC) was established in 1895 (United States Bowling Congress, n.d.). ABC was created to provide service and to sanction league bowlers through various methods such as bonds

for league funds, awards, rules, tournaments, certifications, and publications (United States Bowling Congress, n.d.). Through the years, ABC continued to implement new service programs for populations like Seniors, Youth, and Collegiate, who needed special attention (United States Bowling Congress, n.d.). ABC aims to provide opportunities and fun through services, leagues, and tournaments for bowling community members. By 1916, a group of women bowlers created the Women's International Bowling Congress (WIBC; see discussion in United States Bowling Congress, n.d.). WIBC provides services, uniform rules, regulations, qualifications, tournaments, and interest in the sport among women (United States Bowling Congress, n.d.). WIBC delivers tradition, opportunity, fun, friendship, leadership, and competition among its members (United States Bowling Congress, n.d.). Eventually, ABC and WIBC merged to create the USBC, which governs all bowlers. Without the USBC and this merging, the sport of bowling would not have the standard structures, regulations, and opportunities that exist today.

The National Bowling Association (TNBA)

TNBA is a non-profit bowling organization founded in 1939 (National Bowling Association, n.d.). TNBA was initially known as the National Negro Bowling Association (NNBA; see discussion in National Bowling Association, n.d.; Walter & Ida, 2011). The creation of the National Negro Bowling Association was precipitated by the ban of non-Caucasian members in the ABC and WIBC (National Bowling Association, n.d.). The organization's objective is to encourage Blacks, Asians, Hispanics, Native Americans, and other people of color to improve their skills within bowling (National Bowling Association, n.d.). The rebranded NNBA fought for change on the clauses that barred bowlers of color from becoming members (National Bowling Association, n.d.).

TNBA's motto is, "Promoter of Sportsmanship, Fellowship, and Friendship," which includes creating an inclusive association open to all bowlers regardless of gender, ethnicity, or background (National Bowling Association, n.d.). TNBA encourages unity and strength, inspires a sense of belonging, and serves as a pillar for the Black bowling community (National Bowling Association, n.d.). TNBA acts as a gateway for bowlers to learn the game, develop confidence, build relationships, provide access to resources and training, and compete equally in tournaments and competitions (National Bowling Association, n.d.).

TNBA serves members at a national level and local senate level across the United States and Bermuda (National Bowling Association, n.d.). As of 2011, TNBA has over 23,000 members across 100 senates (National Bowling Association, n.d.). The organization continues to grow and develop according to what its members need (National Bowling Association, n.d.). TNBA aims to be the hub for bowling that provides mainstream visibility, extensive programming, and continued growth for its membership (National Bowling Association, n.d.).

Underground Bowling Association (UBA)

The UBA was formed in 2009 (Underground Bowling Association, n.d.). It is a non-profit semiprofessional bowling association created for all bowling styles, including the urban and new generation of bowling (Underground Bowling Association, n.d.). The vision of the UBA seeks to provide members with fun and entertainment while encouraging, promoting, and inspiring interest in competitive bowling (Underground Bowling Association, n.d.). Phillip "Phil" Chance created the UBA with fifteen bowlers (Bigs, Money Moe, Franchise, The Quiet Storm, NOF, Bl9ckJ9ck, C-Killa, Biz, Big "D",

Deuce, Tech, Hitman, Mr. Red, Baby Boy, and Up&Down) who wanted to bolster the sport of bowling through entertainment (Underground Bowling Association, n.d.).

Phil Chance, founder, and CEO, introduced team style formats, team logos, trash-talking, rivalries, and personalities to increase entertainment for members and spectators (Underground Bowling Association, n.d.). The organization spans four conferences, 19 districts, and over 220 franchise teams across the United States. The 2019–2020 season consisted of approximately 7,100 active members and 3,400 non-active or independent members (Underground Bowling Association, n.d.). Unfortunately, the 2020–2021 season was cancelled due to the COVID-19 pandemic. Active members are defined as individuals who are on franchise teams. Non-active members are defined as individuals who are not on active franchise teams. Independent members are individuals who are active within the organization but are not affiliated with a franchise team.

Other Notable Bowling Organizations

This study examines competitive bowlers' experiences within the USBC, TNBA, and UBA; however, there are other notable bowling organizations that offer opportunities for bowlers. These organizations include the Professional Bowling Association (PBA), the Professional Women's Bowling Association (PWBA), the Bowling Proprietor's Association of America (BPAA), and the Federation.

The PBA, established by 60 male ABC bowlers in 1958, is the primary sanctioning body for the sport of professional bowling (Professional Bowling Association, n.d.). At that time, the PBA provided various tournaments and competitions for members. Today, the PBA provides events such as the PBA Tour, PBA Regional Tour, PBA50 Tour, PBA-World Bowling International Tour, PBA League, and PBA Jr.

(Professional Bowling Association, n.d.). The PBA consists of over 4,300 active members representing more than 30 countries including Australia, Canada, China, France, England, Japan, Germany, Sweden, and the United States (Professional Bowling Association, n.d.). Throughout PBA's history, from 1958–2021, ten thousand bowlers joined the organization and over 345 different bowlers have obtained at least one tour title (Professional Bowling Association, n.d.). However, the PBA has encountered difficulties in growing the visibility of professional bowling. Technology entrepreneurs, who purchased the PBA in 2000, focused on building the sport globally. The new owners wanted to provide opportunities for members, spectators, and millions of fans worldwide (Professional Bowling Association, n.d.). Between 2003–2010, the PBA collaborated with women bowlers to provide professional competition for this population. Although the new ownership contributed to the re-birth of professional bowling, the financial difficulties in the United States economy in 2009 resulted in a decline in membership, tour events, live broadcasts, and prize funds (Professional Bowling Association, n.d.). Between 2018–2019, the PBA struck important deals that increased the visibility, broadcast, and membership of the organization, as well as the sport of professional bowling (FOX Sports, 2018; Professional Bowling Association, n.d.).

The PWBA emerged in 1960 to showcase professional women bowlers by hosting various tournaments and events. In 1974 and 1978, the membership of the PWBA declined because members formed the Ladies Professional Bowlers Association (LPBA) and the Women's Professional Bowlers Association (WPBA; see discussion in Professional Women's Bowling Association, n.d.). Both organizations folded by 1981 and the PWBA was not revived until 1998 (Professional Women's Bowling Association,

n.d.). PWBA ceased operation in 2003, remaining dormant until the USBC and BPAA relaunched the organization in 2015 (Professional Women's Bowling Association, n.d.). The USBC and the PBA pledged to provide access, competition, and resources for women bowlers through the women's bowling tour. Today, female bowlers compete in the PWBA tour, which includes regional and national events, player services, transportation, a mobile pro shop, and live and online broadcasting of events (Johnson, 2015; Professional Women's Bowling Association, n.d.). In the partnership with USBC, PBA, and BPAA, the PWBA relies on these organizations and their staff to run the women's association.

The BPAA, founded by bowling center owners in 1932, attempted to revive and unite groups of proprietors within the bowling community (Bowling Proprietor's Association of America, n.d.). The founders of the BPAA, under the motto "United We Prosper," built an organization that unites a community to move their businesses forward (Bowling Proprietor's Association of America, n.d.). Today, the BPAA hosts over 3,300 member centers (Bowling Proprietor's Association of America, n.d.). The BPAA organization is built upon six value pillars: leadership, collaboration, excellence, inspiration, accountability, and advocacy (Bowling Proprietor's Association of America, n.d.). The BPAA advocates for profitability, education, engagement, and awareness as the best strategies to achieve these values (Bowling Proprietor's Association of America, n.d.). Members within this community have a voice in the decision-making process (Bowling Proprietor's Association of America, n.d.). They also work to formulate policies and regulations, establish programs, and gain a fair share of the community market regarding recreation and entertainment revenue (Bowling Proprietor's Association

of America, n.d.). Overall, members of the BPAA offer their time, money, expertise, and knowledge to provide services that improve participation, relevance, prosperity, and profitability for members (Bowling Proprietor's Association of America, n.d.).

The Bowling Federation, founded in 2014, is the most recently formed bowling organization (Bowling Federation, n.d.). The Bowling Federation, or Federation as it has been nicknamed by members, is an alliance for bowlers' who desire the excitement of team bowling (Bowling Federation, n.d.). The Federation works to give all types of bowlers the opportunity of team bowling regardless of skill level (Bowling Federation, n.d.). Competitive team bowling provides bowlers with electric entertainment, experience, and competition (Bowling Federation, n.d.), which is what the organization strives to provide its members. Once an individual is a part of a Federation team, that member is eligible to participate in various local, regional, and monthly tour stops and events (Bowling Federation, n.d.). The Federation is divided into three conferences: The Northeast Conference, which hosts the North Atlantic (NY) region and the Big East (NJ) region; The Mid-Atlantic Conference, which hosts the Carolina and DMV regions; and The Southeast Conference, which hosts the Bay Area (Tampa) region and the Orlando region (Bowling Federation, n.d.).

The bowling organizations discussed in this section include the USBC, TNBA, UBA, PBA, PWBA, BPAA, and the Federation. Each bowling organization shares a similar purpose and vision to provide entertainment, competition, resources, and visibility within the sport of bowling. In summary, the USBC is the national governing body for the sport of bowling. TNBA is the organization that provides the opportunity of bowling to all, especially the Black bowling community. The UBA focuses on increasing the

participation of the sport through entertainment and showcasing the new generation of bowlers. The PBA is the association for professional bowling. The PWBA is the professional bowling association for women. The BPAA is the association that brings together all bowling industry proprietors. The Federation is the newest organization that aims to provide the opportunity of competitive team bowling. Each organization expresses its vision for the select population of bowlers in several ways. Additionally, each organization's history provides a wealth of information on how the sport of bowling has grown and continues to serve diverse types of bowlers and communities. Each organization caters to many types of bowlers for various purposes, leading to an increase in member engagement and bowler participation within the sport.

Motivation

The following section defines motivation, discusses factors that influence motivation, and considers motivation as a mindset within bowling. The concept of motivation is essential in understanding why members participate in bowling organizations; therefore, understanding the definition of motivation is critical. Ahl (2006) defines motivation as the drive and energy used to achieve chosen tasks. Wlodkowski (2008) defines motivation as the purposeful effort and preservation used to complete actions. Additionally, motivation occurs as actions are completed towards a goal (National Academies of Sciences, Engineering, and Medicine, 2018). Research explains that motivation has four elements: goals, desire to achieve goals, positive attitudes, and effort (Gardner, 1985). All the definitions state that individuals are motivated by something (Ormrod, 2019).

According to Ormrod (2019), motivation is the internal state that influences individuals to act on behaviors. The factors that influence motivation are intrinsic and extrinsic. Intrinsic motivation drives individuals' influences (Ormrod, 2019). Individuals who learn intrinsically pursue activities without being asked, are engaged, have the autonomy for creativity, show persistence, and experience pleasure (National Academies of Sciences, Engineering, and Medicine, 2018; Pintrich et al., 1993; Reeve, 2006). Additionally, intrinsic motivation encourages an individual to be challenged, to be curious, and to master the activity he or she is pursuing (Pintrich et al., 1993). Extrinsic motivation drives individuals by outside, or environmental, factors (Ormrod, 2019). Individuals who are extrinsically motivated want recognition and rewards that are provided by others or institutions in the environment. One disadvantage of extrinsic motivators is that an individual can only exert enough energy and stop once the activity is completed (Brophy, 2004; Reeve, 2006). Since motivation develops and changes over time, the concept emergent phenomenon explains that individuals adapt their motivating factors based on their interests and experiences (Hidi & Renninger, 2006).

Motivation is the influential drive that pushes an individual towards a goal. Dweck (1999) notes that a critical factor of motivation is mindset. Mindset is composed of the values and beliefs that influence how individuals construe their surroundings. Mindset is something that develops over time based on experiences (National Academies of Sciences, Engineering, and Medicine, 2018). Bowlers' mindsets are characteristics that evolves over time based on their bowling experience. Bowlers are motivated to achieve a successful mindset when they choose to become a competitive bowler. For competitors, there is an innate force that pushes one to achieve success. Competitive bowlers are

motivated by the competition within leagues and tournaments and by the resources provided by bowling organizations. Competing among the amateur and professional bowling levels requires a winning mindset and a mentality to push forward despite the circumstances.

This study attempts to discover the drive that influences individuals to participate in the sport of bowling and join bowling associations. Motivation is assumed to be a factor in members' influential decisions. These factors are intrinsic or extrinsic in nature. Bowlers are intrinsically motivated by organizational experiences and cultures. Research posits that both intrinsic and extrinsic motivation can influence an individual (Ormrod, 2019). Therefore, these intrinsic and extrinsic values develop the mindsets bowlers use to determine their participation and engagement in certain bowling organizations. Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994) and the Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) are helpful to examine these values, motivators, and mindsets. Additionally, the influence to join and engage in certain bowling organizations can be further analyzed by examining Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017).

Maslow's Hierarchy of Needs Theory

This study suggests that competitive bowlers are internally and externally motivated by factors within Maslow's Hierarchy of Needs Theory (Briggs, 1999; Piggott, 1975). Maslow's Hierarchy of Needs Theory notes that individuals participate in activities that satisfy their various needs (Maslow, 1954; Oxford & Shearin, 1994); these needs exist in five categories: physiological, safety and security, belongingness and love,

esteem, and self-actualization (Maslow, 1954; Oxford & Shearin, 1994). Physiological needs satisfy an individual's need to survive physically (Maslow, 1954; Oxford & Shearin, 1994). Safety and security needs satisfy an individual's need to feel safe in an environment (Maslow, 1954; Oxford & Shearin, 1994). Belongingness and love needs satisfy an individual's need for a sense of connection and intimacy (Maslow, 1954; Oxford & Shearin, 1994). Self-esteem needs satisfy an individual's need for recognition, appreciation, and respect (Maslow, 1954; Oxford & Shearin, 1994). Self-actualization needs fulfill an individual's need to develop and explore activities that meet one's learning interests and curiosity (Maslow, 1954; Oxford & Shearin, 1994).

Maslow's Hierarchy of Needs lists categorical needs in hierarchal order. Physiological needs are at the bottom of the pyramid, followed by safety and security, then belongingness and love, esteem, and self-actualization resting at the top of the pyramid (Maslow, 1954; Oxford & Shearin, 1994). Maslow separated the given needs into two sections, deficiency needs and growth needs (Ormrod, 2019). Deficiency needs develop from outside sources (Ormrod, 2019). Physiological, safety and security, love and belonging, and esteem needs fall into this section. Once a deficiency need is reached, an individual can stop actions if he or she desires (Ormrod, 2019). Growth needs enhance an individual's development and growth (Ormrod, 2019). The self-actualization need falls into the growth section. When an individual's need is met, there is no impact on his or her behavior (Ormrod, 2019). On the other hand, needs that are not met have an impact on one's behavior (Ormrod, 2019).

Maslow believed that extrinsic and intrinsic human needs motivate individuals (Maslow, 1954). Extrinsic motivation is a deficiency need encountered within an

individual's environment (Ormrod, 2019). Growth needs are intrinsically motivated and influence an individual's activities that provide personal engagement and pleasure (Ormrod, 2019). Maslow's Theory has been criticized because little evidence exists that proves human needs are hierarchical (Kristjansson, 2012; Schunk et al., 2014).

Furthermore, some researchers posit the concept of motivation does not solely rely on intrinsic factors without acknowledging the extrinsic factors (Kristjansson, 2012; Schunk et al., 2014). Individuals seek to meet basic or deficient needs before focusing on growth needs (Brophy, 2004; Fredricks et al., 2004; Kenrick et al., 2010). Researchers also agree that individuals strive for activities that align with self-actualization (Kenrick et al., 2010).

Self-Determination Theory

The study also proposes that elements within the Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) influence competitive bowlers. Self-Determination Theory illustrates the motivational factors that influence individuals through three universal psychological needs: autonomy, competence, and relatedness (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). Autonomy needs suggest that individuals are motivated when they lose control over their successes, failures, or choices (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). Competence needs propose that an individual is motivated to deal and manage his or her environment (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) successfully. Finally, a sense of belonging need influences an individual's interactions and connections to others (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985).

According to Shim et al. (2016), Self-Determination Theory links individuals who are motivated to change their behavior. This theory applies to sports organizations as various motivational, cognitive, and behavioral factors impact organizational outcomes (Ryan & Deci, 1991). Intrinsic motivations occur due to an individual's self-interest and do not rely on rewards to produce outcomes (Ryan & Deci, 1991). Extrinsic motivations occur when individuals try to complete a task or goal, not necessarily due to personal interest (Shim et al., 2016). In sports, athletes are intrinsically motivated by their love for a particular game (Holmberg & Sheridan, 2013). Athletes are extrinsically motivated by outside forces such as scholarships, awards, approval, and status (Holmberg & Sheridan, 2013).

Within the scope of this theory, intrinsic and extrinsic motivation is autonomous and controlled (Gagne & Deci, 2005). Autonomous motivation occurs when an individual is engrossed in an activity for the desire to complete said activity (Dworkin, 1988). This type of motivation is often a reflecting point for individuals. In contrast, controlled motivation occurs when an individual pursues an activity due to influence or pressure (Gagne & Deci, 2005). Typically, external rewards have 'control' over an individual's engagement (Gagne & Deci, 2005). The differences between these types of motivations are evident in the experiences individuals encounter throughout their lives.

In summary, this section discussed motivation. First, motivation was defined. The definition used examined influential factors of motivation. These factors occur as either intrinsic or extrinsic in nature. Second, as it pertains to bowling, motivation was depicted as a mindset, which drives bowlers to participate, as well as join organizations within the community. Third, the study proposed that factors within the two motivational theories,

Maslow's Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994) and Self-Determination (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), influences competitive bowlers. Motivating factors are impacted by personal influences such as need, belonging, and esteem (Maslow), or by external influences such as organizational environment, organizational culture, autonomy, or relatedness (Self-Determination). The study posits that the motivations of competitive bowlers are intentional as they relate to the organizations they join and their member engagement (Gagne & Deci, 2005).

Organizational Culture

Organizational culture (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) is another framework in which member experience impacts the decision to join bowling organizations. This framework examines how organizational culture is essential in boosting member experience. Organizational culture is the system of values, beliefs, and attitudes that develop meaning for members (Janicijevic, 2011). Organizational culture influences actions and experiences by members of an organization (Warrick, 2017). Organizational culture's content is typically classified as cognitive, dealing with assumptions, values, and attitudes; or symbolic, dealing with materials, semantics, and behaviors (Janicijevic, 2011). Since the 1980s, studies support that culture significantly impacts member morale, experience, loyalty, commitment, retention, and performance (Denison, 1990; Fisher, 2000; Warrick, 2017). Experts have debated whether culture is the cure for organizational issues or a result of regulatory practices (Warrick, 2017).

Organizational culture has both formal and informal structures (Scott, 1997). Organizations outline formal structure better than informal structure, because of the politics and policies that determine unacceptable behaviors within an organization (Scott, 1997). Each bowling organization has a formal structure that includes rules and policies for members to follow. The creation of policies facilitates corporate guidelines and identifies acceptable and unacceptable behaviors for members within an organization. The informal structure establishes rules and customs created for local and regional members. The local by-laws are unique to the area due to member engagement and various needs. The idea of formal and informal structures relates to the various internal and external motivating factors that influence competitive bowlers' decision to join bowling organizations.

Culture incorporates a set of meanings, values, and beliefs shared by a group (Fletcher & Arnold, 2001; Louis, 1985). Culture is visible through articles, environmental layouts, leadership style, or individuals' treatment within an organization (Warrick, 2017). Culture is also invisible and is expressed through values, assumptions, beliefs, and practices that influence member behavior (Warrick, 2017). Typically, strong cultures have a more significant impact on members' experience, with members understanding the cultural values and norms (Warrick, 2017). In a weaker environment, culture includes values and beliefs that confuse members within an organization (Warrick, 2017). Organizations with more influential cultures are more successful than weaker cultures (Mushtaq et al., 2013; Warrick, 2017).

Within the literature, several studies argue for the importance of organizational culture and how it influences member experience and engagement (Curry et al., 2018;

Korner et al., 2015). One study by Korner et al., (2015) examined the connection of organizational culture within interprofessional teams for rehabilitation clinics. Within the study, organizational culture pertained to the organization's values and beliefs (Korner et al., 2015). Organizational culture determines the teamwork influences, outcomes, and satisfaction of members and employees (Korner et al., 2015). The study concluded that structure, strategy, and leadership significantly impact organizational culture (Korner et al., 2015). Interprofessional teamwork is also a significant predictor for job satisfaction (Korner et al., 2015). Examining all three categories within the healthcare field significantly related to structure, job satisfaction, and organizational culture (Korner et al., 2015). Overall, organizational culture impacts how members work together, how the organization works together, and how satisfied members are within their organization (Korner et al., 2015).

Another study by Curry et al., (2018) examined how organizational culture improved hospital performance and patient outcomes. Within this study, organizational culture was described as the mutual ideals and patterns that allow hospital environments to prosper (Curry et al., 2018). The author analyzed the culture to determine whether it was a factor, a moderator of practices, or an independent variable within organizations (Curry et al., 2018). The factors explored within organizational culture for the hospitals in the study included learning environment, psychological safety, senior management support, commitment to the organization, and time for improvement efforts (Curry et al., 2018). The author discovered the hospitals that experienced positive culture change also underwent an increase in learning and hiring of senior management (Curry et al., 2018). Increases in learning equate to increases in creativity and problem-solving (Curry et al.,

2018). Increases in senior management support equates to increases in management engagement, visibility, responsiveness, support for improvements, and empowerment of lower-level and front-line employees (Curry et al., 2018). Overall, the hospitals that did not have a defined organizational culture did not experience increases within their ranks (Curry et al., 2018). Employees felt their support and management engagement was low and were frustrated with their organization (Curry et al., 2018). Thus, this study supports the stance that organizational culture is essential for membership engagement within associations.

Sports organizations need to be purposeful in their structure, events, culture, and activities (Slack & Parent, 2006). It is typical for an organization's culture to have an impact on member experience, operation, and structure (Slack & Parent, 2006). Culture manifests in organizations through ceremonies, environmental features, and language (Slack & Parent, 2006). Culture also adds to organizational structure as it helps to shape members' actions and attitudes (Smircich, 1983). Member interactions within organizations need to be deliberate in creating values (Gerstner, 2002; Slack & Parent, 2006).

The literature supports the perspective that organizational culture is important to members' experiences within organizations. Organizational culture has formal and informal structures that improve teamwork, problem solving, outcomes, and satisfaction of members (Curry et al., 2018; Korner et al., 2015; Scott, 1997). The organizational culture of an association should be direct and intentional to increase member experience.

Membership Engagement within Associations

Membership engagement is essential for an association. Associations need to be purposeful about their levels and promotions of membership engagement. Before examining members' experiences within bowling organizations, it is critical to understand why members join the associations. As defined by Tschirhart (2006), a membership association is "a formally organized [and] named group, most of whose members—whether persons or organizations—are not financially recompensed for their participation" (Tschirhart, 2006, p. 523). Such associations include recreational clubs and organizations. According to Kallman and Clark (2016), individuals join an association to foster trust through organizational structure and subsequent member interactions. Volunteer associations provide a social camaraderie network that helps foster this trust. Other reasons members join these associations include being competitive within the sport and obtaining a social network to gain friends with similar interests (Eime et al., 2010).

Bowling associations are professional organizations within the bowling community. Hager (2014) notes professional associations with the means to facilitate knowledge serve as a catalyst for change. Members of an organization receive a range of benefits that include public, private, and personal motivations (Hager, 2014). Members of associations engage in them for public or common benefits (Hager, 2014). Public motivators are the incentives members use to immerse themselves in associations (Hager, 2014). Private motivators drive member engagement (Hager, 2014). These motivators include bonding, forming friendships, participating in social and recreational activities, attending conferences and meetings, and gaining various skills (Hager, 2014). Personal motivators provide social and socioeconomic influences for member engagement (Hager, 2014).

In professional associations elements such as position-level, commitment to the association, career advancement, activities and events, financial opportunities, and volunteer work cause increases in membership engagement (Hager, 2014). The number of years a member is a part of an organization also increases member participation and commitment (Hager, 2014). Overall, members base their engagement or participation on incentives provided and the way individual motives and tasks align within the association (Hager, 2014). Hager examined the American Society of Civil Engineers (ASCE), the Institute of Electrical and Electronics Engineering (IEEE), the American Production and Inventory Control Society (APICS), the American Academy of Neurology (AAN), and the American College of Healthcare Executives (ACHE). Study results revealed that membership engagement was dependent on individual needs (Hager, 2014). Members of the engineering associations were motivated by licensure and credential activities (Hager, 2014). The engineering associations also demonstrated that members contributed to the organization regardless of public or private motivators, unlike the healthcare associations (Hager, 2014). Both types of associations indicated that members who provided opportunities to gain skills were more likely to participate. Public motivators were the more common influences that increased member engagement. Members who valued their role in the association and the incentives provided were more inclined to participate and recruit others to the association (Hager, 2014).

Another study in the professional association field examined social engagement within the American Psychological Association (APA), which experienced a 10% decline in membership since 2008 (Robiner et al., 2015). Historically, the United States has experienced a decline in membership engagement and participation since the 1960s

(Robiner et al., 2015). For associations to thrive, there must be increased membership and activity levels with an organization. With the competition of professional associations rising, organizations need to intentionally engage their members (Robiner et al., 2015). The APA reports their decrease in membership is due to the decline in the economy, constrained employment, reduced discretionary income, limited perceived member benefits, the shift in participation and commitment, communication, and fees (Robiner et al., 2015). Overall, members choose to join associations. A member must consider their finances before deciding to join an organization (Robiner et al., 2015). A member must also consider the type of association he or she joins, because access to information is readily available. An association's communication should occur across multiple platforms because, the way information is disseminated is critical (Robiner et al., 2015). Associations that do not deliver information with speed and transparency often see a decline in membership engagement (Robiner et al., 2015). Members desire opportunities to network, receive professional development, engage in mentoring, develop leadership opportunities, and participate in professional advocacy (Robiner et al., 2015). Overall, most members decide to join an organization that shares a common focus and goal with their individual interests. This action promotes transformation and evaluation, which makes membership more appealing (Robiner et al., 2015).

Member engagement and participation within organizations needs to be intentional. The studies mentioned in this section provide strong reasons why members engage within associations. In summary, members join organizations for various influences such as networking, interaction with members of similar interests, activities and events, career advancement, and financial opportunities (Hager, 2014; Kallman &

Clark, 2016). The studies highlighted here focus on professional associations. Although membership engagement is essential for association, few studies examine this engagement within sports associations. Knoke (1988) and Gazley and Dignam (2010) offer associations do not examine the differences in association types in relation to membership engagement. Therefore, organizational type impacts member engagement (professional, social, recreational).

Culture in Sports Organizations

The discussion of the history of various bowling organizations, motivational theories, organizational culture, and membership engagement leads to the examination of the culture within sports organizations. Like bowling associations, many sports organizations are voluntary, or nonprofit, organizations (Slack & Parent, 2006). A sports organization is a social entity within the sports industry that has an intentional and structured activity system (Slack & Parent, 2006). A social entity comprises members of an association who come together to perform actions essential to the organization (Slack & Parent, 2006). Sports organizations typically have a focused purpose on revenue, participation, and awards (Slack & Parent, 2006). Activities within sports organizations are not random. There is a deliberate concentration on activities such as events, marketing, and development (Slack & Parent, 2006). Sports organizations utilize methods that distinguish members from non-members, such as monetary status, participant status or other benefits (Slack & Parent, 2006).

In sports organizations, culture is the shared values, beliefs, and meanings that create the reality of an association (Slack & Parent, 2006). Examples of this culture are ceremonies, symbols, language, and physical layout (Slack & Parent, 2006). Sports

organizations need to structure their activity systems consciously; in other words, they need to have planned member interaction (Slack & Parent, 2006). Culture helps shape patterns, actions, and attitudes of members within an organization (Smircich, 1983). Organizations are producers of goods, services, and cultural artifacts (Smircich, 1983). The environment impacts an organization and how members behave (Smircich, 1983). Overall, culture is the gel that holds an organization together (Smircich, 1983).

Sports organizations bring members together who have a similar interest in and work toward a common goal. Individuals who join organizations and teams bring their own experiences and perspectives, as shaped by their background and culture (Doherty & Chelladurai, 1999). When an organization promotes culture and diversity, it lays the groundwork for members to understand and overcome differences and to create cohesion (Doherty & Chelladurai, 1999) within the group. Sports team culture comprises players' shared experiences and the expressions of individual communication, understanding, and values (Kao & Cheng, 2005). Successful organizations are those with a valued and influential team culture (Kao & Cheng, 2005). To measure the culture of a sports organization, a researcher must define culture, identify the type of measurement, and determine the meaning of culture, among members of that organization (Field, 2017).

Research by Kao and Cheng (2005) demonstrates that team culture comprises the values shared by team members. Coaches or managers help shape the team culture (Kao & Cheng, 2005). In organizations with strong team cultures, members share similar values and performance methods to achieve and maintain success (Kao & Cheng, 2005). A sports team's organizational culture includes leadership, goals, structure, and games as the factors of understanding a team's culture (Kao & Cheng, 2005). Leadership is the

most critical attribute for a team and contributes to team building and practice (Kao & Cheng, 2005). Goals are the team's aims and should also be those of each member (Kao & Cheng, 2005). The structure is the team's psychological structure and includes team roles and positions (Kao & Cheng, 2005). Games are essential to teams and consist of competitions (Kao & Cheng, 2005). Therefore, compliance with coaching, togetherness within other team members, competitive desire, and perseverance was essential to a team's culture (Kao & Cheng, 2005). The authors support the argument that team values and culture influences members' behavior and that teams are more successful when strong team cultures are in place.

Frontiera's (2010) research also adds to this discussion by examining sports culture through interviews with past coaches from various professional sports teams. Some scholars have attributed a sports organization's or team's lack of success due to a weak culture (Frontiera, 2010). Frontiera (2010) identified three factors necessary to improve an organization's culture and, therefore, a team's performance: vision, values, and communication. Organizations need members to clearly understand their vision, which usually entails bringing members together (Frontiera, 2010). Precise values are necessary to provide a foundation of success for members and make decisions within the organization (Frontiera, 2010). And clear, two-way communication between leadership and members is also important—the absence of such foster's confusion and weak culture. Overall, if leaders want to lead successfully, sports organizations must be consciously created and formed (Frontiera, 2010).

The literature discussed supports the argument that culture in a sports organization is essential to the member experience, engagement, and participation.

Successful organizations or teams have an influential team or organizational culture. This study explores the types of cultures expressed among members within various bowling organizations. The study also measures the impact of culture on member experiences and on their motivation within bowling sport. Overall, examining how organizational culture impacts member experience within bowling associations is critical.

Conclusion

This review of the literature demonstrates that internal motivators, external motivations, and organizational culture influences members of groups' experiences among various organizations. Individuals who participate in sports are guided by intrinsic and extrinsic needs as outlined through Maslow's Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994) and Self-Determination (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) theories. Organizational culture (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) influences a member's experience and engagement within the association. Additionally, member engagement within organizations should be intentional and deliberate. Overall, there is a connection between a sports organization, culture, and members' reasons for joining specific associations. However, there is a need to further investigate this experience within sporting organizations.

Scholars have identified basic needs that motivate individuals within a sport (Anderman & Leake, 2005; Deci & Ryan, 1980; Maslow, 1954; Ormrod, 2019; Oxford & Shearin, 1994; Pintrich et al., 1993). Still, scholarship is lacking in this area as it pertains to bowling organizations, specifically. Studies centered around member motivation, culture, and membership engagement compared to bowling organizations are rare.

Therefore, it is essential to add to the literature regarding the impact member experience has on the way bowling organizations operate, so these organizations can thrive. This study investigates the experiences of competitive bowlers within bowling organizations and seeks to uncover how members define their experience and organizational culture within the USBC, TNBA, and UBA bowling associations.

CHAPTER THREE

Methodology

Introduction

Chapter Two illustrated three key elements important to this study. First, intrinsic and extrinsic needs serve as motivational factors for individuals. These motivational factors lie within two motivational theories: Maslow's Hierarchy of Needs (Maslow, 1954; Oxford & Shearin, 1994) and Self-Determination (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). Second, membership engagement must be intentional within organizations, including bowling associations. Third, organizational culture (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) impacts members' experiences. The purpose of this multiple case study is to understand the experiences of competitive bowlers within bowling organizations, particularly as they relate to motivational influences that encourage competitive bowlers to participate in the sport of bowling; to join bowling organizations; and to guide their member experience through organizational culture. Participants within three bowling organizations (USBC, TNBA, and UBA) were selected to answer the study's research questions. The primary question this study seeks to further understand is: What are the motivations that influence competitive bowlers to join bowling organizations? Additionally, the study addresses the following sub-questions:

1. How does the culture of bowling organizations impact the experiences of competitive bowlers?
2. How does membership in bowling organizations meet the needs of bowlers?

The aim of the study is to deepen the understanding and engagement of bowlers within the sport of bowling and to explore bowlers' experiences within these three bowling associations (USBC, TNBA, and UBA). I intend for the results of the study to inform bowling organizations and bowling communities about the experiences and motivations of competitive bowlers. Additionally, I hope this exploration translates into actionable items for member engagement within bowling organizations and increases the industry's exposure to the non-bowling community.

Researcher Positionality

As the researcher, I identify as a young, Black, woman competitive bowler. I have had experience bowling under youth, collegiate, competitive, and amateur statuses. During my bowling career, I have participated in various leagues and tournaments across the United States. I initially joined USBC to participate in adult leagues in the DMV area. Additionally, I joined the TNBA and UBA to compete in more bowling events in the DMV and Eastern region area. I joined these organizations as a regular member and worked in staff and volunteer capacities. I contribute the attraction of these associations to the organizational culture, resources, and exposure to diverse types of bowling events. Through observation and discussion, I grappled with understanding the motivating factors that lead individuals to participate in the sport at various levels, from beginner to professional. However, I support the bowling community's movement to push the sport forward through more exposure and acceptance among the non-bowling community.

As the researcher, my experiences influenced the approach and design chosen for the study (Creswell & Creswell, 2018). I have a vested interest in the topic of this research study. I believe the influences that lead individuals to participate in bowling are

ever-changing and fueled by both internal and external motivations. These same motivations impact the organization's individuals who voluntarily choose to join. My belief is rooted within a constructivist worldview in which individuals find meaning, understanding, and motivations through their world lens (Creswell & Creswell, 2018). Competitive bowlers develop their understandings and goals for the sport through their individual experiences.

There are some influences that have informed my experience in creating the study. First, I chose members from the three professional bowling organizations for personal reasons. Members are required to be active within USBC for a bowler to participate in bowling events. USBC membership is a requirement of both TNBA and UBA members. Second, I have volunteer and leadership experience within TNBA and UBA, but not within USBC. This lack of experience could persuade TNBA and UBA's satisfactory feelings over USBC because of my socialization and cultural encounters. However, these three organizations encompass more of the competitive and amateur bowler community, which is much of the bowling population, rather than focusing solely on the professional bowling community. Ultimately, the theoretical frameworks used here, Maslow's Hierarchical Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017), fits the study's purpose because each theory allows for the comparison of personal and external motivations to distinct passions and understanding of how the culture of an association influences an individual's experience within the organization.

Theoretical Framework

The three theoretical frameworks that framed this study were Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Each theory contributed to the research design and focus. Maslow's Theory focused on individual's motivational influences (physiological needs, safety needs, love and belonging needs, esteem needs, and self-actualization needs; see discussion in Maslow, 1954; Oxford & Shearin, 1994). Self-Determination Theory examined the intrinsic and extrinsic needs of individuals through competence, autonomy, and relatedness (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). Organizational Culture Theory highlighted individuals' behaviors and actions that create a sense of community among members within an association (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994) and Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985) added understanding to competitive bowlers' motivations and influences to participate in and join associations in the sport, while Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017) provided the meaning and environment that influences competitive bowlers to join bowling organizations. The internal and external factors that influence a bowler's experience and decision to join an association aligned with the purpose of this study.

Maslow's Hierarchy of Needs Theory posits that individuals' personal needs influence their pursuit of activities (Maslow, 1954; Oxford & Shearin, 1994). These

needs fall under a hierarchical pyramid that includes physiological needs, safety and security needs, love and belonging needs, esteem needs, and self-actualization needs in bottom to top order (Maslow, 1954; Oxford & Shearin, 1994). Maslow posits that an individual's needs influences their actions and activities. Once certain needs are met, an individual chooses whether to continue participating in those actions and activities. The art of meeting these needs impacts an individual's behavior, attitude, and action (Ormrod, 2019). The critical piece of Maslow's Theory that helps researchers understand why a competitive bowler would choose to participate in the sport and within bowling organizations is seen through the defined hierarchal needs that guide a bowlers' experiences, interests, and passions. This study revealed personal motivations and needs must be examined, as they impact a bowler's experience.

Self-Determination Theory explains that individuals are motivated and influenced by competence, autonomy, and relatedness needs (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). This theory posits that success, failure, environment, and interaction with others influences individuals (Anderman & Leake, 2005). Motivation influences an individual's engagement to participate or succeed in an activity through personal interests or external pressures (Gagne & Deci, 2005). The action of trying to meet an individual need, whether based on the activity or the outcome of the activity, influences how one behaves. The crucial piece of Self-Determination Theory to understand is what factors influence a competitive bowler to participate in the sport and join associations within the community through experiences, activities, and outcomes. This research demonstrated personal motivations and external influences must be explored in connection with competitive bowlers' experiences.

Organizational culture states that the beliefs and attitudes of members influence and impact their experiences within an organization (Janicijevic, 2011). The environment created influences member engagement and actions within an association (Warrick, 2017). The organizational environment can be formal or informal, pertaining to rules and regulations that identify acceptable behavior by the organization or the established customs and norms by the members of the organization (Scott, 1997). The environment created by the organization or by members of the association impacts member experiences and their interaction. The essential piece of organizational culture is that the created environment influences how members experience and interact with the organization and its members. This research discovered that bowling organizational culture impact a competitive bowler's experience within a bowling association, as well as the perception of the sport.

The three chosen theories for the theoretical frameworks contributed to the development of the main research question and sub-questions, to data collection, and to data analysis. In this study, the primary research question focused on exploring the experience of competitive bowlers within bowling organizations. The sub-questions explored these experiences through internal and external motivators, personal needs and influences, and organizational culture and environment. Table 3.1 illustrates the connections between the research questions, the theories that were used based on the research questions, and then the categories that were created based on the questions and theories.

Table 3.1

Connecting Research Questions to Theoretical Framework & Data Collection Categories

Research Questions	Theoretical Framework	Data Collection Categories
PQ: What are the motivations that influence competitive bowlers to join bowling organizations?	Maslow's Theory of Hierarchal Needs Self-Determination Theory	Competitive Bowling Experience
PQ: What are the motivations that influence competitive bowlers to join bowling organizations?	Maslow's Theory of Hierarchal Needs	Motivation
SQ2: How does membership in bowling organizations meet the needs of bowlers?	Self-Determination Theory Organizational Culture Theory	
PQ: What are the motivations that influence competitive bowlers to join bowling organizations?	Maslow's Theory of Hierarchal Needs	Bowling Organizations
SQ1: How does the culture of bowling organizations impact the experiences of competitive bowlers?	Self-Determination Theory Organizational Culture Theory	
SQ2: How does membership in bowling organizations meet the needs of bowlers?		
PQ: What are the motivations that influence competitive bowlers to join bowling organizations?	Organizational Culture Theory	Organizational Culture
SQ1: How does the culture of bowling organizations impact the experiences of competitive bowlers?		

Data collection strategies included a qualitative questionnaire and follow-up semi-structured interviews. The design of the qualitative questionnaire and semi-structured

interview questions focused on gathering data on bowler experience within the sport of bowling and within various bowling organizations. I divided the questions into the following categories: demographic, competitive bowling experience, motivation, bowling organizations, and organizational culture. I collected the data, analyzed the data, and categorized the data to identify themes and trends of experiences, motivations, and influences that drove bowlers to participate in the sport and to join the various bowling organizations they identified. The data highlighted bowlers' experiences within the USBC, TNBA, and UBA. I provided interview participants the space to indicate which bowling organization they self-identified with the most. Coding and identification of themes was done in conjunction with Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Themes included personal needs, environmental influences, organizational culture experience, and resources provided.

Research Design and Rationale

This study was designed as a qualitative study that employed the form of a multiple case study. This type of research is utilized by researchers to produce the frameworks and assumptions needed to address a research problem (Creswell & Poth, 2018). Qualitative research has origins within anthropology, sociology, and humanities backgrounds (Creswell & Creswell, 2018). Qualitative research is emergent; therefore, the questions or research plans often change depending on the data collected by participants' (Creswell & Creswell, 2018). Qualitative researchers posit this type of

research is best to examine the holistic relation to the participants' and discover themes (Creswell & Creswell, 2018; Gall et al., 2003).

Researchers conducting qualitative research meet participants in the field or natural setting (Creswell & Creswell, 2018; Creswell & Poth, 2018). The researcher is a critical instrument in collecting data from participants through interviews, focus groups, observations, and examining documents (Creswell & Creswell, 2018; Creswell & Poth, 2018). Qualitative researchers seek to understand a problem through participants' perspectives (Creswell & Creswell, 2018). For this study, qualitative research provides a framework for understanding the experiences of competitive bowlers. Through examining their experiences within bowling organizations, it was my intent to understand what motivates this population to pursue the sport of bowling and join bowling organizations, how the culture of bowling organizations influence their experiences, and uncover if bowling organizations were meeting the needs of the population.

Additionally, I utilized a multiple case study method for this research. Within multiple case study research, I focused on an individual, group, or organization. A multiple case study allows for the examination of a phenomenon over several cases (Creswell & Poth, 2018; Hancock & Algozzine, 2017; Yin, 2018). Cases can be singular or plural, based on the research (Stake, 2006). A multiple case study examines one experience across several cases to gain depth and detailed understanding of that experience (Denzin & Lincoln, 2011; Yin, 2018). Qualitative researchers seek to understand a problem through participants' perspectives (Creswell & Creswell, 2018). Typically, time binds each case (Creswell & Creswell, 2018).

Quantitative or mixed-methods designs were not selected as the research design, as they were not inclusive in understanding and exploring competitive bowlers' experiences within bowling organizations. Previous studies in the field examined the intrinsic and extrinsic motivations of ten pin bowlers (Teo et al., 2015), the success and motivation of members within a local senate of a bowling organization (Piggott, 1975), and the factors that influence participation within the sport of bowling (Briggs, 1999). However, these studies did so through quantitative designs. While quantitative data quantifies experiences and identifies the number of people who share the same experiences, it fails to determine the depth of encounters and experiences by participants, which are explored much better through qualitative design. In contrast, a qualitative multiple case study design was most appropriate to explore the experiences of competitive bowlers. This design allowed me to describe the experiences of the population through in-depth and to explore their firsthand experiences through rich, descriptive qualitative questionnaires and interviews with 37 and 11 participants, respectively. The in-depth analyses were bound by a time period, the fall 2020 semester. Two data collection strategies were employed, along with qualitative questionnaires and semi-structured interviews. Selection of this design also allowed me to add to the current literature stories of competitive bowlers as well as explanations behind their motivations and influences within the sport of bowling and their decision to join bowling organizations.

Participants

Participants selected for this study were members of three bowling associations, the United States Bowling Congress (USBC), The National Bowling Association

(TNBA), and the Underground Bowling Association (UBA). USBC is a member organization that is the national governing body for ten-pin bowling within the United States (United States Bowling Congress, n.d.). USBC's headquarters is in Arlington, Texas, and has over 3,000 local associations over the United States (United States Bowling Congress, n.d.). The organizations serve over 1.4 million members (United States Bowling Congress, n.d.). TNBA is a non-profit organization formed to encourage and develop African American bowlers (National Bowling Association, n.d.) The organization serves to promote sportsmanship, fellowship, and friendship, among all members through organized bowling competitions (National Bowling Association, n.d.). To date, TNBA has hosted over 23,000 members across 100+ local chapters across the United States and Bermuda, with their headquarters located in Cincinnati, Ohio (National Bowling Association, n.d.). Lastly, the UBA is a semi-professional bowling association geared toward a new generation of bowlers to promote excitement and fun within competitive bowling (Underground Bowling Association, n.d.). The UBA hosts around 7,000 members across 15 states within the U.S with their headquarters located in Freeport, New York (Underground Bowling Association, n.d.).

I collected data in the form of qualitative questionnaires and interviews, and participants were purposefully selected. Purposeful sampling is a technique that allows a researcher to select the best participants to provide information on the study problem and proposed questions (Creswell, 2013). The criteria participants needed to fit were they had to identify as a competitive bowler and be an active member within their self-identified bowling organization, meaning they participated in leagues and tournaments throughout

the current bowling season. Table 3.2 illustrates the composition of questionnaires participants.

Table 3.2

Questionnaire Participant Composition

Total Respondents	USBC (37)	TNBA (21)	UBA (19)	Other (12)
Gender				
Male	70%	76%	68%	75%
Female	30%	24%	32%	25%
Ethnicity				
Black	62%	81%	74%	59%
White	35%	19%	26%	33%
Asian	3%	-	-	8%
Location				
Maryland	41%	49%	59%	25%
Virginia	24%	19%	21%	43%
New York	10%	14%	10%	16%
Pennsylvania	10%	10%	10%	16%
California	3%	-	-	-
Colorado	3%	4%	-	-
District of Columbia	3%	4%	-	-
Michigan	3%	-	-	-
North Carolina	3%	-	-	-
Education				
High School	8%	10%	10%	-
Some College	16%	14%	10%	25%
Associate	5%	-	-	-
Bachelor	52%	53%	59%	42%
Masters	16%	19%	16%	25%
Doctorate	3%	4%	5%	8%

The recruitment of the questionnaire participants occurred via email and through five Facebook social groups that catered to the bowling community. I distributed and administered the electronic qualitative questionnaires using Survey Money, an online survey tool. Participants were able to complete questionnaires at the time that was most

convenient for them between October 2020 and November 2020. Sixty-five participants attempted to complete the qualitative questionnaires. Thirty-seven participants successfully completed the qualitative questionnaires.

Within the qualitative questionnaire, I provided the participants with the option to further continue with the study by participating in an online, one-on-one interview with me. I contacted all questionnaire participants who indicated they wanted to complete an interview. Table 3.3 illustrates the composition of interview participants.

Table 3.3

Interview Participant Composition

Total Respondents	USBC (11)	TNBA (7)	UBA (6)	Other (5)
Gender				
Male	55%	57%	33%	60%
Female	45%	43%	67%	40%
Ethnicity				
Black	72%	86%	83%	40%
White	18%	14%	17%	40%
Asian	10%	-	-	20%
Location				
Maryland	18%	14%	33%	-
Virginia	27%	29%	17%	40%
New York	18%	29%	17%	20%
Pennsylvania	27%	14%	33%	40%
Colorado	10%	14%	-	-
Education				
Some College	27%	14%	17%	40%
Bachelor	36%	43%	49%	-
Masters	27%	29%	17%	40%
Doctorate	10%	14%	17%	20%

Interview times and dates were mutually arranged between each participant and myself and occurred between November 2020 and December 2020. Eleven participants completed interviews. Participants engaged in semi-structured interviews, during which scripted, open-ended questions were asked (Creswell, 2013), as guided by the interview

protocol listed in the Appendix G. The questions focused on competitive bowling experience, motivation, bowling organizations, and organizational culture.

My goal was to have thirty qualitative questionnaire participants and six interview participants. The criteria to be eligible to participate in the study included: being an active bowler within the sport, self-identifying as a competitive bowler, and being an active member in a bowling association. Due to the potential of participants being members of more than one bowling organization, participants were asked to identify which organization(s) they participate in most frequently. Additionally, a small population of participants held leadership roles within the bowling organizations. It was reiterated to each participant that none of their responses reflected the beliefs of the organizations. Instead, participants shared from their firsthand experiences regarding their membership within the specific bowling association where they were members of.

The qualitative questionnaires were available to all individuals who self-identified as competitive bowlers and were active members of one of the bowling organizations. Participants were notified about the qualitative questionnaire via the selected Facebook groups that catered to the bowling community. All participants who completed the qualitative questionnaire were provided the option to continue the study by participating in an online interview. Of the 37 completed qualitative questionnaires, 30 participants indicated they would participate in an online interview. Of the 30 participants that were interested, 11 successfully completed the online interview.

Data Collection Procedures

The following section describes the type of data collection procedures used in this study. Figure 3.1 explains the data collection procedures.

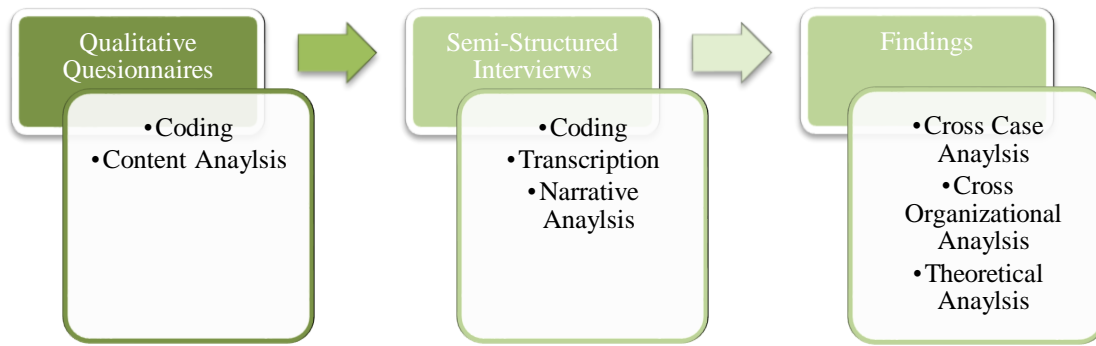


Figure 3.1. Data collection and analysis procedures.

Data were collected through qualitative questionnaires and semi-structured interviews. Respondents participated in the questionnaires electronically and in the interviews virtually. The questionnaire and interview questions included closed-ended and open-ended questions. The closed-ended questions asked participants to share demographic information about themselves. The open-ended questions shed light on their experiences as competitive bowlers, within the sport of bowling and bowling organizations, through motivational and organizational cultural influences.

The first data source, a qualitative questionnaire, was designed to elicit the experiences of competitive bowlers. A qualitative questionnaire differs from a traditional survey in that a qualitative questionnaire does not statistically gather information but instead, attempts to establish meaning or understanding pertaining to a topic through a participants' perspective (Jansen, 2010). The qualitative questionnaire was estimated to take each participant between 20 and 25 minutes to complete; however, it took an average 33 minutes for participants to complete. A total of 37 qualitative questionnaires were completed by participants. The questionnaire contained twenty-seven questions, and questions were clustered into the following broad categories: demographic, competitive bowling experience, motivation, bowling organizations, and organizational culture. A list

of question is found on the qualitative questionnaire in Appendix D. I conducted the questionnaire online via Survey Monkey. Participants gave their consent to participate in the study before completing the questionnaire. The results were kept on a password protected Google drive. The questionnaires were completed between October 2020 and November 2020 at the participants' convenience.

The second data source was semi-structured interviews with 11 participants. Interviews are a standard data collection method within a qualitative research design (King & Horrocks, 2010). Interviews focus on open-ended questions that include non-leading questions and illicit in-depth insight into participants' experiences (King & Horrocks, 2010). Each interview was estimated to take 45 to 60 minutes to complete; however, on average, interviews took 42 minutes to complete. There were twenty open-ended questions that were organized into the following broad categories: general, competitive bowling experience, motivation, bowling organizations, and organizational culture. The specific questions used in the interviews are illustrated in Appendix G. The semi structured design allowed me to follow up on questions for more in-depth information. Interviews were conducted over the platform Zoom. Each participant was provided a personalized Zoom link, via email, with an agreed upon date between the participant and I for the interview. All participants permitted me to video record the session. Each interview was manually transcribed by myself. The completed transcripts were reviewed by participants for accuracy. I filed each interview in a password protected Google drive. The interviews took place between November 2020 and December 2020, at the participants' convenience. Table 3.4 provides a summary of the data collection methods used for this study.

Table 3.4

Summary of the Data Collection Method

Research Questions	Theoretical Framework	Category	Instrument	Time Frame
PQ: What are the motivations that influence competitive bowlers to join bowling organizations?	Maslow's Theory of Hierarchical Needs	Competitive Bowling Experience	Qualitative Questionnaire	Oct–Nov 2020
	Self-determination Theory	Motivation	Interviews	Nov–Dec 2020
	Organizational Culture	Bowling Organizations		
SQ1: How does the culture of bowling organizations impact the experiences of competitive bowlers?	Organizational Culture	Competitive Bowling Experience	Qualitative Questionnaire	Oct–Nov 2020
		Bowling Organizations	Interviews	Nov–Dec 2020
		Organizational Culture		
SQ2: How does membership in bowling organizations meet the needs of bowlers?	Maslow's Theory of Hierarchical Needs	Competitive Bowling Experience	Qualitative Questionnaire	Oct–Nov 2020
	Self-determination Theory	Motivation	Interviews	Nov–Dec 2020
	Organizational Culture	Bowling Organizations		
		Organizational Culture		

The table provides a connection to the correlation for the research questions, theoretical frameworks, and the data methods that were utilized. I aligned each research question to the frameworks that supported it and, and to the data collection methods that were used to glean information. This structure allowed for the convergence of data across the sources

used to understand participants' experiences regarding the questions that guided the study.

Data Analysis Procedures

The data analysis procedures utilized in this multiple case study shed light on competitive bowlers' experiences within three bowling associations. Data analysis within qualitative research focuses on describing the phenomenon or experiences in detail by organizing the raw data received, compiling the data into categories or themes, and preparing the findings to be shared (Creswell & Creswell, 2018; Creswell & Poth, 2018). The data collected for this study included questionnaire responses and interview transcripts. To protect participant identity and anonymity, all data was stored on a password protected Google drive that only I could access.

I followed five steps to analyze the data. Figure 3.2 displays the qualitative data analysis procedures used for the current study.



Figure 3.2. Qualitative data analysis procedures.

The first step began with preparing the raw data (Creswell & Creswell, 2018). The questionnaire responses were input into an Excel sheet to begin the manual coding process and highlight themes within the responses. Transcripts were transcribed and coded for general impressions and themes within responses. The second step involved reading the data for ideas and assigning labels. The labels provided were categorized by the questions that were posed. The third step involved classifying the codes into themes

and categories. The categories assigned were the ones created by the protocol questions, which included demographics, competitive bowling experience, motivation, bowling organizations, and organizational culture. Themes that were found were listed under these categories. Codes were classified as expected or unexpected (Creswell & Creswell, 2018). The fourth step involved developing interpretations of the findings and comparing the data to the literature and theories presented in the study (Creswell & Creswell, 2018). The interpretations were given under the categories that were previously provided. The findings were analyzed using content analysis for the questionnaires, narrative analysis for the interviews, cross case analysis across the 11 interview participants, and a cross organizational analysis across the three bowling organizations. The findings were also compared to the previous literature completed on the sport and motivations of bowling (Briggs, 1999; Piggott, 1975; Teo et al., 2015) and the frameworks of Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). The last step concluded by determining the findings (Creswell & Creswell, 2018), which will be shared at the end of the study.

Coding the Data

Coding is supported as a major step in qualitative research (Creswell & Poth, 2018). Coding is defined as the process of categorizing data into themes (Bergin, 2018). Coding is used by a researcher to identify and focus on the most prominent trends in the data that appear (Bergin, 2018). Tesch (1990) developed eight steps for the coding

process. Figure 3.3 demonstrates the eight steps developed by Tesch, that I followed for this study.

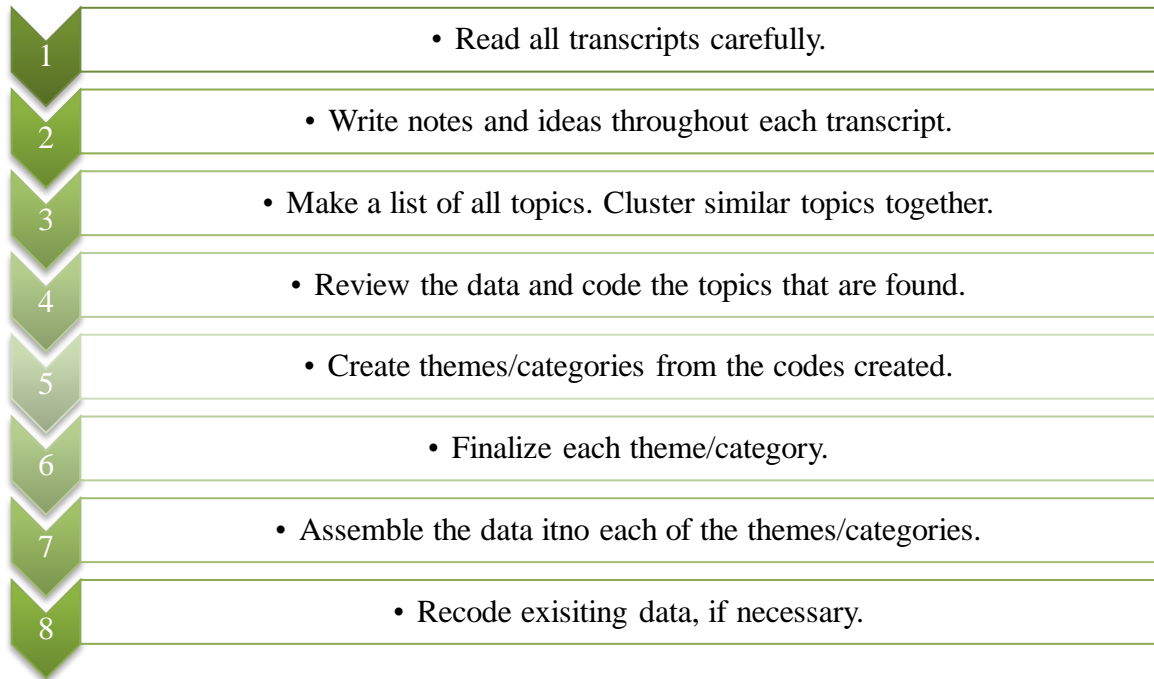


Figure 3.3. Tesch's eight steps in the coding process.

I used these steps with the questionnaire and interview responses. All responses were read carefully, and notes were written throughout each response. A list of themes among responses under each of the previously mentioned categories and themes per case, bowling organization, were created from the questionnaires and interviews. Through the process of manual coding, codes transformed into themes under the prescribed categories. Themes are defined as sentences that have similar subjects (Hancock & Algozzine, 2017). Categories are defined as concepts of words that have multiple associations (Hancock & Algozzine, 2017). The categories created for this study included competitive bowling experience, motivation, bowling organizations, and organizational culture. These

categories aligned with the research questions, as well as how the findings were categorized in Chapter Four.

Content Analysis of the Questionnaires

A content analysis was conducted to identify themes within the 37 questionnaire responses. Content analysis reviews the data, in a way, to uncover patterns and themes that appear frequently within the text (Bergin, 2018; Luker, 2008). Researchers who “conduct a content analysis are typically searching for cultural meaning and insights within the text” (Noaks & Wincup, 2004, p. 127). I began this data analysis by reviewing the data to identify codes and themes among the questionnaire responses. In this study, comparisons were made from the responses to the categories that were created, which is illustrated in Table 3.4.

Narrative Analysis of the Interviews

A narrative analysis was conducted to identify themes within the interview responses of the 11 participants. Narrative analysis explores the stories that lie within the data (Bergin, 2018). This analysis helps me make sense of the participants’ world and their perspectives as it relates to the study issue (Bergin, 2018). Additionally, this analysis helps a researcher understand the experiences of participants’ and how they interact with others, their surroundings, and the questions within the study (Bergin, 2018). I began data analysis by exploring the stories participants shared as they answered the questions in the interview protocol. Their findings were shared in narrative form using the previously determined categories to guide their stories. Similarly, this analysis comparison to the responses were provided based on the created categories, which is illustrated in Table 3.4.

Cross Case Analysis of the Findings

A cross case analysis was conducted to identify common themes and tell the stories across each of the 11 cases. Cross case analysis uses the information provided on each case and compare it to the others to identify emerging themes (Creswell & Poth, 2018). The current study examined the experiences of competitive bowlers of the 11 participants who completed the interview. The phenomenon of this analysis is displayed in Table 3.4 to show the common or unexpected themes found in the data (Yin, 2018). I aimed to collect direct quotes from the participants to create themes and categories that connected back to the theoretical frameworks. Overall, the use of a holistic approach allowed me to categorize the data, analyze the findings, and interpret the findings in a non-bias way to report and share the experiences of the participants (Yin, 2018).

Data Validation

Qualitative researchers use a variety of data validation strategies to corroborate the findings for their study. The current study utilized various data validation strategies. Clarifying is a strategy that involves introducing any bias the researcher may have (Creswell, 2013). My positionality and bias are discussed in the earlier researcher positionality section. I was also careful to maintain validity throughout the data collection and data analysis procedures.

The data collection process utilized two sources to gather findings: qualitative questionnaires and semi-structured interviews. During this process, I utilized member checking, peer debriefing, and authenticity to ensure all voices and perspectives were heard. The member checking process involved participants reviewing their responses for accuracy (Creswell, 2013). Participants were able to review their responses and provide

feedback on the accuracy of their responses. The peer debriefing process provided an external check of the research process (Creswell, 2013). I engaged with colleagues and external individuals within the research field and bowling industry to validate processes and mitigate biases. The authenticity process involved ensuring different voices are heard within the findings (Creswell, 2013). I ensured that all voices between the qualitative questionnaires and semi-structure interviews were captured within the findings debrief. Reliability was hard to confirm for this study as the findings involved the competitive bowlers' experiences across many bowling organizations. Another researcher could repeat this process utilizing the same methodology and protocols to evaluate the results for each individual bowling organization and then compare findings cross organizationally.

Ethical Considerations

I complied with all Internal Review Board (IRB) requirements for Baylor University (Creswell & Creswell, 2018; Creswell & Poth, 2018; Sieber, 1998). According to the IRB Office at Baylor University, the study did not qualify as human subject research. I followed all guidelines provided by the IRB Office. Additionally, participants self-identified as members of the organizations and opted not to speak on behalf of the organization; therefore, organizational approval was not required.

At the onset of the study, I informed participants of the study's purpose and disclosed study information to the general audience (Creswell & Creswell, 2018; Creswell & Poth, 2018; Sarantakos, 2005). I explained all parts of the study and expressed that participation in the study was entirely voluntary. Participants could withdraw from the study at any time, and their responses would not be utilized in the

study (Creswell & Creswell, 2018; Creswell & Poth, 2018). All participants provided oral and written consent for their responses to be used within the study (Creswell & Creswell, 2018; Creswell & Poth, 2018; Sarantakos, 2005).

While collecting data, I ensured all participants received the same treatment (Creswell & Creswell, 2018; Creswell & Poth, 2018). This treatment included ensuring I did not use my power to exploit or influence participants during the study (Creswell & Creswell, 2018; Creswell & Poth, 2018; Peoples, 2021). Additionally, I avoided collecting or disclosing harmful information from participants (Creswell & Creswell, 2018; Creswell & Poth, 2018; Patton, 2002; Giordano et al., 2007). While conducting interviews, I informed participants about how the information from the study would be used (Creswell & Creswell, 2018; Creswell & Poth, 2018) and I made every effort to build trustworthiness with participants.

While analyzing the data, I was unbiased (Creswell & Creswell, 2018; Creswell & Poth, 2018). I reported on multiple perspectives from the data collected. Lastly, I ensured the respect of participants confidentiality, privacy, and anonymity (Creswell & Creswell, 2018; Creswell & Poth, 2018). I provided all participants with pseudonyms to protect their anonymity.

I avoided falsifying evidence, data, findings, and conclusions of the study (Berg, 2001; Creswell & Creswell, 2018; Creswell & Poth, 2018). I honestly reported all data and findings. Direct quotes displayed did not reveal any identifying information. I kept all raw data and other study materials confidential and secure within a password protected Google Drive (Creswell & Creswell, 2018; Creswell & Poth, 2018; Peoples, 2021; Sieber, 1998).

Limitations and Delimitations

There were several limitations in this study that need to be addressed. First, the impact of the coronavirus pandemic (COVID-19) impacted the businesses, bowler volume, and availability of bowling events. Due to COVID-19, the third method of planned data collection, observations of members in these bowling organizations at bowling alleys, could not be utilized to gather data. I had to ensure the data collection methods adhered to the health advisories set forth by each state, so questionnaires and interviews were the methods selected. Second, the study was bound by a strict timeline to have all data collected during the fall (September–December) 2020 semester. More time would have allowed more participants to be a part of the study. Third, the sample size was small and does not fully represent the complete population of competitive bowlers. Furthermore, the focus on competitive bowlers excluded other categories of bowlers within these organizations such as youth, collegiate, recreational, and professional. Fourth, it is essential to note that the data collected was filtered through participants' experiences. Depending on their current experiences with the sport, length of time bowling, length of time within these organizations, and the organizations they are a part of could impact their experiences shared.

There were several delimitations in this study that must be highlighted. First, I chose to focus on three specific bowling organizations. The USBC requires all bowlers of leagues and tournaments to be an active member within the organization. TNBA and UBA hosts a large population of diverse types of bowlers and is voluntary to be a member but required to bowl organizational only events. Choosing a multiple case study allowed me to examine competitive bowlers' experiences across organizations that majority of bowlers are members of. Second, I had personal interest and experience as a

member and competitive bowler within these organizations. Therefore, the topic of the study was chosen out of this personal interest and passion. Third, I chose to conduct qualitative questionnaire and interviews to gather as many responses from the competitive bowling community as possible, as well as provide virtual options to participate in the study due to COVID-19. Fourth, the current study assisted in filling the gap within the literature by providing narrative, first account responses about the sport of bowling and bowling organizations. The studies in the field on the bowling community solely focus on quantitative data and do not mention bowling organizations at all, which is crucial since it is required to participate in certain leagues and events like the USBC mandates.

Future studies can be conducted pursuing other types of research designs and data collection methods. With more time to complete the study, a mixed methods design and triangulation of data collection methods could be utilized, as well as increase the volume of participants. Additionally, future studies could examine other types of bowlers and organizations to explore any connections to their experiences and the bowling organizations they are members of, as it relates to motivating factors that influence their decision. Future research opens the opportunity for other designs, data collection methods, theories, frameworks, and questions to be used.

Conclusion

Chapter Three presented the multiple case study research design, research questions, participant selection process, data collection methods, and data analysis procedures. The purpose of this multiple case study was to explore competitive bowlers' experiences within bowling organizations. The purpose of the study was to gain insight

into the chosen phenomenon by examining competitive bowlers' personal experiences, motivations, and the organizational culture present in bowling organizations where they are members. Data were collected from qualitative questionnaires completed by 37 participants and semi-structured interviews completed by 11 participants. Chapter Four presents the results of this research and discusses the implications of the research findings.

CHAPTER FOUR

Results and Implications

Introduction

The current study utilized a multiple case study design to examine the experiences of competitive bowlers within three bowling organizations. Data from qualitative questionnaires and interviews were used to address the research questions in the study. The primary question of this study was, what are the motivations that influence competitive bowlers to join bowling organizations? The sub-questions for this multiple case study included:

1. How does the culture of bowling organizations impact the experiences of competitive bowlers?
2. How does membership in bowling organizations meet the needs of bowlers?

The theoretical frameworks used in the study, which was described in Chapter Three, combined aspects of three theories: Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). These frameworks illuminated the internal and external motivational influences that drove competitive bowlers to participate in the sport of bowling and to join bowling organizations. Organizational Culture Theory demonstrated how organizational culture influenced competitive bowlers to join and participate in bowling organizations. Results from this study identified intrinsic and extrinsic motivations that influenced competitive

bowlers to participate in the sport of bowling and ultimately join bowling organizations within the community. Study results also revealed that the established culture of a bowling organization impacted competitive bowlers' experiences within that organization. Additionally, study findings indicated that not all member needs were met as a result of membership within a bowling organization.

Within this chapter, I discussed the findings from the data in six steps. First, I compiled qualitative questionnaire results by category. The categories I created were informed by the study research questions and theoretical frameworks. These categories included demographics, competitive bowling experience, motivation, bowling organizations, and organizational culture. Second, I summarized the interview results by participants and their narrative experiences. Third, I reported on the case study findings from the 11 participants and discussed the cross-case and cross-organizational analysis of common and emergent themes found. Fourth, I discussed findings as they related to the study research question and two sub-questions, to the three theories (Maslow's Hierarchy of Needs, Self-Determination, and Organizational Culture) that comprised the three theoretical frameworks and the literature review. Fifth, I considered the implications of the study as they related to the impact of competitive bowling experience, motivation, bowling organizations, and organizational culture. I concluded with a discussion section that summarized the study problem, the findings of the literature review, the methodology and key findings, and implications.

Phase One Results: Questionnaire Results by Category

The following section discussed the findings of the phase one result of the qualitative questionnaires. The findings are grouped by categories that were informed by

the study research questions and theoretical frameworks. These categories include demographics, competitive bowling experience, motivation, bowling organizations, and organizational culture.

Questionnaire Demographics

The study gathered a total of 65 attempted responses to the qualitative questionnaire. Thirty-seven participants completed the questionnaire electronically via SurveyMonkey. Twenty-eight questionnaires were administered electronically but were not successfully completed by participants, and therefore were not included in the response findings. All questionnaires were completed by participants between October 2020 and November 2020. The study moved forward with the 37 completed questionnaire responses. The demographics collected from participants included gender, bowling organizational affiliation, education, ethnicity, and location. Participants included 26 male participants and 11 female participants.

Participants identified themselves as members of the particular bowling organizations of which they were members. All 37 participants indicated they were active members of USBC. Twenty-one participants indicated that they were active members of TNBA. Nineteen participants were active members of UBA. Other organizations noted by participants included the PBA, the Federation, and other local bowling affiliations. Figure 4.1 illustrates participant organizational breakdown.

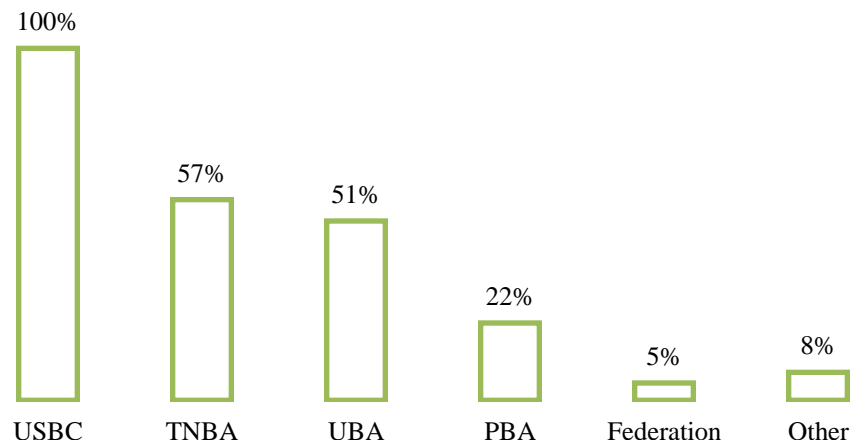


Figure 4.1. Questionnaire demographics: Bowling organizations.

Twenty-six participants held a bachelor's degree or higher. Three participants held a high school diploma, and six participants had some college experience. Two participants held an associate degree. Figure 4.2 illustrates the participant education breakdown.

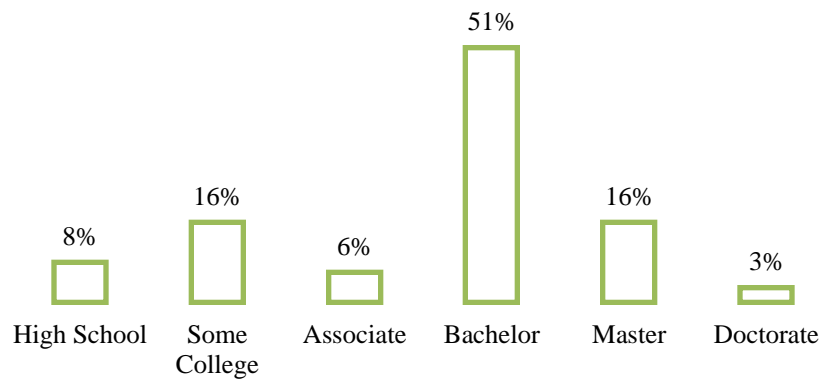


Figure 4.2. Questionnaire demographics: Education.

Twenty-three participants were Black or of African American descent, 13 participants were of White or European descent, and one participant was of Asian descent. Figure 4.3 illustrates the breakdown of participant ethnicity.

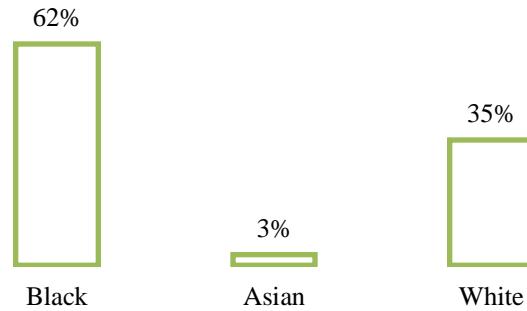


Figure 4.3. Questionnaire demographics: Ethnicity.

Fifteen participants resided in the state of Maryland and nine participants resided in the state of Virginia. Four participants resided in each of the following states: New York and Pennsylvania. One participant resided in each of the following states: California, Colorado, the District of Columbia, Michigan, and North Carolina. Figure 4.4 illustrates the participant breakdown by location.

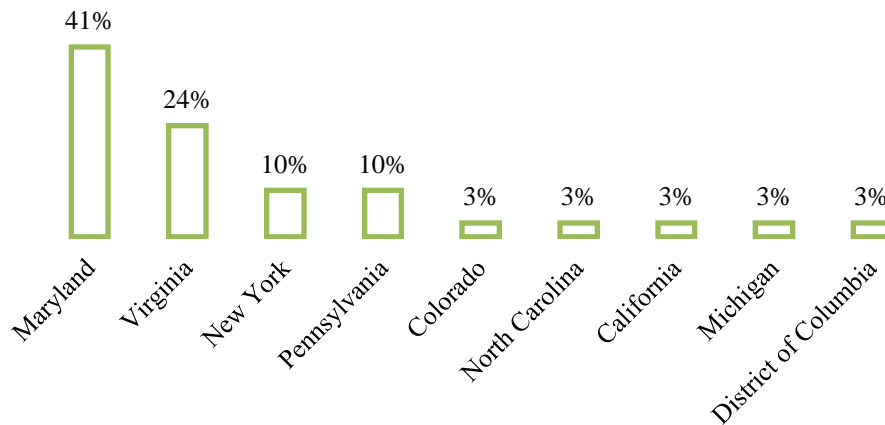


Figure 4.4. Questionnaire demographics: Location.

Questionnaire Results by Category

The following section organized the phase one qualitative questionnaire results by categories which were created from the research questions and frameworks, and included

the broad ideas of competitive bowling experience, motivation, bowling organizations, and organizational cultures. Within each category, I broke down the results by questions that were provided in the questionnaire protocol.

Competitive bowling experience. The competitive bowling experience category was comprised of four questions. The first question in the category asked participants what benefits they gained through their participation in the sport of bowling. Participants indicated that teamwork, leadership, skills coordination, scholarship, patience, focus, balance, friendship, and exercise were all benefits. Respondent 37 shared, “bowling has taught me leadership skills, how to work in a team, importance of keeping commitments, and exposed me to a community of lifelong friendships all over the country.” Participants also cited competition, camaraderie, networking, trust, self-accountability, money, discipline, confidence, and pride as benefits. Respondent 62 explained bowling provided the “benefit of networking as well as feed my competitive nature.” Additionally, participants felt that body control, critical thinking skills, traveling, meeting new people, managing frustration and disappointment, repetition, keeping commitments, and the ability to perform under pressure were benefits gained by participating in the sport of bowling. The findings participants indicated the most were competition, travel, and social interactions. Thirty-two percent of respondents indicated competition was a major benefit of the sport. Nineteen percent of respondents indicated travel was a major benefit. Sixty-five percent of respondents paired it with opportunities to meet new people, build friendships, and network. Traveling meant that individuals could create new relationships and maintain existing ones.

The second question in the competitive bowling experience category asked participants to describe their interest and passion for the sport of bowling. Participants noted their interest in the sport of bowling came from the competition, the ability to teach the game to others, opportunities to give back to the bowling community, and the chance to bowl at the professional level. Participants also stated that their passion for the sport came from family participation and love of the game. Respondent Nine shared, her “passions for the game was being able to give back to the community by inspiring other student athletes.” Participants also revealed much of their first interaction with bowling came from their family’s participation in the sport. Respondent 12 offered her family’s story:

My passion in bowling began when I was three years old. My entire family has bowled for many years and the passion was instilled in me as a young child. At the age of 15, I gained an interest in drilling bowling balls and began running a local pro shop with my father.

Another common finding was the competition within the sport; this competition was notable among 46% of respondents as a characteristic that ignited their passion for the sport. Family participation also evolved as a finding from participants. Respondent 25 shared his experience:

My parents bowled, so I was attracted to the sport at a young age. I could keep score at the young age of 5, so I couldn’t wait to participate. I was not allowed to start bowling until I could hold a ball with one hand. I tried to be the best bowler I could be through countless hours of practice, both on the lanes and in my home. I had attained professional status, competed in other counties. I called bowling my part-time job since I competed and was fortunate to make some good money through tournaments. Later in life when injuries piled up, I became very depressed at not being able to participate.

Another finding was the passion for learning the game through knowledge and coaching. Respondent Four shared he is, “extremely passionate in the technical intricacies of the

sport, the competition and teaching it at a higher level in order to grow the sport.”

Overall, 27% of participants wanted to improve their learning and knowledge of the sport, which further drove their passion to pursue the sport.

The third question in the competitive bowling experience category asked participants about their greatest challenges or barrier in pursuing competitive bowling. Participants noted a variety of barriers, including coaching, sponsorship, return investment, lack of interest in practicing the craft, and health. Respondent Nine shared, “the greatest challenge for me was being able to get my health at a level where I wasn’t as drained, weak physically and emotionally.” Additionally, participants cited the lack of representation of certain communities, variety of competition, time, patience, employment, having a family, injuries, equipment, and lack of challenging conditions as challenges they faced while participating in the sport. Participants indicated that working a full-time job was a challenge in trying to participate in the sport. Respondent 21 shared, “working full-time M–F is the biggest factor. While financial stable, if the right opportunities for me to compete 5+ days a week were available, I would compete more often and not just on weekends.” Respondent 24 echoed the same sentiments, stating “the greatest challenge is finding the work/life balance to put in the time, effort, and dedication required to compete at the highest level.” Perhaps the most important finding that emerged from the findings was that the greatest challenge of pursuing competitive bowling is the availability of finances and time needed to engage in sport. Participants desired a more balanced work-life schedule to be able to pursue the sport the way they wanted to.

The fourth question in the competitive bowling experience category asked participants what their most meaningful experience as a competitive bowler was. Participants shared their personal stories of their connections to the sport of bowling. Participants indicated they enjoyed opportunities to compete with the professionals in regional and national PBA and PWBA events. Respondent 33 shared, “finishing second in a PBA Regional Qualifier and being able to bowl against the pros on the regional tour (something I always aspired to do) has been the most meaningful experience during my time as a competitive bowler.” Another meaningful experience that resonated with a few participants included their ability to shoot an honor score. An honor score consists of shooting a perfect 300 game or an 800+ series for three games. Another finding that emerged from the participants’ responses was experiences shared with their bowling friends and family. As competitive bowlers, participants were able to gain and grow a network of friends to share their experiences with. Additionally, participants created experiences through traveling. Participants traveled across the country to compete. Respondent 52 shared, “to travel across the country, bowl with other talented bowlers, and experience a different lifestyle than my own was incredible. It showed what real passion about the sport of bowling looked like.” Overall, participants offered firsthand accounts of why the sport was so meaningful to them.

Motivation. The questionnaire’s second category asked six questions to investigate the participants’ motivation. The first question in this category asked participants what motivated them to join their selected bowling organizations. Participants indicated they joined the USBC for the family atmosphere and, largely, because it was the required governing body for anyone to bowl in leagues and

tournaments. A bowler must be sanctioned with the USBC to bowl within league and tournaments, so membership is required for competitive bowlers. Participants indicated they joined the TNBA because membership was required for the organization's national and regional events. Additionally, the TNBA provided a level of competition that helped influence their experience. For participants of color, membership within TNBA was also motivated by the history of the organization; the organization was created for minority bowlers at a time where minority bowlers could not participate in the USBC, previously known as the ABC at the time. Respondent 25 shared he was motivated to join the TNBA to participate in events, as well as support an organization that caters to African American bowlers. Participants indicated they joined the UBA for the culture, to participate in their events, and to win money. Additionally, the UBA provided opportunities for participants to compete on various levels. Respondent 24 shared that the UBA provided a different bowling experience than the traditional, USBC, experience. UBA provided participants with a competitive team or individual atmosphere for bowling. Respondent 52 revealed,

The UBA was offered as a way to get some real bowling competition other than just leagues and a few tournaments here and there. It was an organization I'd never heard of especially just being out of college, but the competitive nature of it was intriguing. Especially considering it was giving bowlers of all levels the opportunity to be useful in their respective teams. But in the years, I've been a part of the organization I've been pushed to get better and better as a bowler at all levels. From understanding different alleys, to studying patterns, and equipment and learning to pay attention to what my competitors are doing as well.

Regarding the PBA, participants joined for the challenge those events provided. The PBA provided participants the opportunity to compete with professionals in the bowling field. Respondent 21 shared,

Being a member of the PBA, I've always wanted to compete at the highest levels possible, both at a regional and national level. It provides me the knowledge to honestly know in the long run where my overall game is currently at. It's also proven to me to be versatile in all environments, especially with the various conditions that are competed on.

Participants wanted to compete with the best in the world in the sport and see where their skills aligned. Across all the bowling organizations, participants also indicated they were motivated by the fun of the sport and the opportunity to gain friends and family within the bowling community.

The second question in the motivation category asked participants if their motivations were being met by their bowling organization(s). Sixty-eight percent of participants confirmed that the bowling organizations where they were members met their motivational needs. The remaining participants had mixed feelings when it came to deciding how or even if their motivational needs were met. Respondent Six felt the organizations did not provide many benefits, but membership (USBC) was required to compete. Respondent 25 stated, "nationally, TNBA met my motivations. Locally, the TNBA representatives in my city did not meet my motivations. Lately, National USBC has not met my motivations by charging more for due and taking more from the bowlers." Respondent 26 felt the PBA was not meeting their motivations. Respondent 33 revealed,

the USBC was better several years ago but has gotten demonstrably worse in the benefits they provided to bowlers that were my original motivations for joining as a youth bowler. UBA events have been postponed due to COVID, so unfortunately, I can't answer as to that organization quite yet.

Overall, it seemed the motivational needs of participants were mostly met by the bowling organizations participants were members of. Thirty-two percent of participants felt their needs were not being met for a variety of reasons that were mentioned above, such as

underrepresented bowling organizations, membership fees, and lack of membership benefits.

The third question in the motivation category asked participants if their motivations changed since joining their selected bowling organizations. Twenty-seven percent of participants indicated their motivations changed since joining their perspective bowling organizations. These motivational changes resulted from participants' life changes, new interests, the ability to make money, less opportunity for rewards, and inconsistency of the organizations. Respondent 37 shared it felt like USBC did not provide appropriate quality of membership due to their desire for quantity of membership. She felt that the organization focused more on how many members they can recruit versus the experiences of members. Respondent 61 echoed these sentiments and explained that since the organization was not for profit, the only motivation to maintain membership was the opportunity to win tournaments. Respondent 55 added, "yes organizations changing more & giving less to bowlers, is driving some of the competition way from the sport." Respondent 34 shared, "TNBA I'm likely not going to re-enroll as their communication regarding things other than them asking for my money leaves a lot to be desired." In contrast, 73% of participants indicated their motivations did not change within these organizations. Respondent Four shared, "most of my motivations still remain the same. However, I now want to grow the organizations and become somewhat of a mentor and resource." Respondent 36 presented a shift in their focus instead of their motivation; she shared,

The biggest change is surrounding yourself with those more local that share the same drive and determination with you/myself. It's always encouraging that while we are chasing the same goals, being there to root each other on helps boost the confidence against each other.

Respondent 49 revealed motivations did not change within the organizations. Particularly for the UBA, there was a family mindset that allowed teammates to push each other and to become better. Overall, participants revealed that their motivations have not changed since joining their respective organizations.

The fourth question in the motivation category asked participants what motivated them to participate in the sport of bowling. Participants gave varying reasons why they participate in the sport. Respondent Four indicated his reasons were the challenge of the sport, coupled with the desire to master the craft and technical skill. Respondent Six added, the challenge, the competition, and the social aspect were reasons to pursue the sport. Many participants such as Respondents Nine, 12, 15, 53, 55, 56, and 60 echoed that the love of the sport was their reason to engage in the sport of bowling. Respondent 57 shared she was motivated to engage in the sport of bowling because of “the opportunity to challenge myself and to provide that I am good enough to compete against others, especially those who feel I am not good enough.” Respondent 52 added to the personal motivators indicating bowling has,

Always been a part of my life. I’ve bowled since I was four and for me, there’s something addictive about leaving a pin, making an adjustment, and then striking. Knowing that for the most part my success is based solely on my ability to control myself mentally and physically. It’s one of the best feelings in the world. Also, the goal of always striving to be better than I was last time.

Respondent 48 further resonated with these personal motivations indicating bowling “is my place to escape, have fun, meet people of all walks of life and be competitive.”

Respondent 24 shared the motivation to engage in the sport includes “the ability to share my passion and drive to compete at the highest levels as an example to my children whom I hope will follow in my footsteps in terms of life and their sport endeavors, not

just bowling.” Participants provided a variety of reasons that spanned personal, professional, and athletic reasons of what motivates them to participate in the sport of bowling.

The fifth question in the motivation category asked participants if their needs were being met when participating in the sport of bowling. Sixty-eight percent of participants cited competition, personal satisfaction, and confidence as their motivations for pursuing bowling. Respondent 65 shared, “my desire to win. My desire to continue to get better. My desire to make a difference.” Respondent 12 followed up and stated, bowling fulfilled her “need to feed my competitive edge, the ability to feel a sense of pride in myself.” Respondent 48 stated she was motivated by the “ability to challenge myself to constantly do better,” within the sport. Other motivational factors included social interaction and fun. Respondent 51 shared “being eager and ready to bowl. Also, to release stress, feel comfortable, be relax and talk with people.” Respondent 58 disclosed comradery and family were his motivations within the sport, while Respondent 32 was motivated by the fact he could bowl anytime. In all, these personal and competitive characteristics were motivations for participants to partake in the sport of bowling.

The sixth question in the motivation category asked participants to gauge if their needs were being met when participating in their bowling organization(s). Thirty percent of participants indicated their competitive needs were met as they participated in their perspective bowling organizations. Respondent 62 shared her needs were met through the family, social, and competitive aspects of the organization. Remaining participants provided additional detail about the organizations they were members of. Respondent 21 stated the PBA met his individual needs to become a better bowler. He would look at

what they spent and earned within PBA events and consider the improvements needed to increase their success. Respondent 26 stated the USBC membership was required; UBA met his needs for travel, money, and competition; PBA met his needs of higher-level competition; and the TNBA met his needs of support, rich history, competition, and friendship. Participant 33 echoed the sentiments for the USBC, indicating membership was needed to maintain a sense of order in leagues. Respondent 54 shared the UBA and Federation met her needs by providing an opportunity for bowlers to compete with professional and semi-professional bowlers. Regardless of bowler status, all bowlers had the opportunity to be effective on the team. Overall, participants indicated their individual needs were met as they participated in their perspective bowling organizations; they also suggested improvements that could be made for the future.

Bowling organizations. The questionnaire's third category asked four questions to investigate competitive bowler's experiences within bowling organizations. The first question in this category asked participants how the membership in their selected bowling organizations met their needs as bowlers. Respondent Eight shared membership in his organizations, USBC and PBA, allowed members to bowl competitively in sanctioned leagues and tournaments. Respondent 11 followed up to share that membership as a bowler ensures there are tournaments throughout the season. Additionally, Respondent 56 shared, "each organization is different – competition format, qualifications, due amounts. I get a variety of competition." Sixty-five percent of participants shared membership as bowlers in the organizations provided the opportunity to compete in various leagues, tournaments, and events that were available for members only. Participants also shared how the organizations govern the rules and regulations of the sport. Respondent 65

shared, “the rules and regulations try to make the sport as fair as possible. So, when I achieve something, I know it’s legit.” Respondent 48 continued these sentiments by sharing, “USBC is widely known sanctioning organization. They provide structure and guidance for all bowling.” Respondent 49 followed up and said, “organizations are always there to address issues and concerns as they occur.” Overall, each bowling organization provided the structure that is needed for their meetings, leagues, and events so there are proper rules and regulations members can follow and refer to as issues arise.

The second question in the bowling organizations category asked participants to identify reasons they joined their selected bowling organizations. Responses varied as participants addressed their initial motivations and needs for bowling and participating within bowling organizations. The three consistent items among all responses included: the love of the sport, the opportunity to compete and bowl, and the connection to be a part of something. Respondents Nine and 59 shared similar sentiments about how their bowling organizations allowed them to be a part of an organization and a family that opportunities to compete and further skill development within the sport. Respondent 14 shared bowling in his organizations allowed them to challenge themselves and compete. Respondent 15 followed up and affirmed that he was motivated by the ability to become a coach and help others within the sport. Respondent 22 stated, “I joined the USBC because they were the national governing body. I was always interested in joining the UBA and found a good team to join that I know I can play a significant role on.” Respondents Four, Eight, 40, and 55 revealed similar motivations in that their membership within their organizations allowed them to just bowl. Their love of the sport and the opportunity to bowl was their main motivations.

The third question in the bowling organizations category asked participants to reflect on ways they interacted with their selected bowling organization and other members. Participants' responses varied; they shared they were either board members of the local senate of the organization or interacted with other members more than the national association. Nineteen percent of participants held a position on the local senates within various bowling organizations. Respondent 65 shared he, "served on various committees in TNBA and has served as a president of my league and in our local TNBA senate." Respondent 25 served as a "former vice president and director of our local USBC association, the current regime has discussions on what improvements they may make or ask for suggestions." Respondent 48 was "a board member of the state association. I participate in many of the tournaments provided by each organization. Each time I participate I meet new members of each organization." Responses demonstrated members who volunteer on local boards interacted with the organization on a national level as well as interact with other members through meetings, leagues, and events hosted. More than 80% of respondents indicated that they interacted with other members of their bowling organizations on a daily or weekly basis. These interactions typically happen through leagues, tournaments, or social media. Respondent 20 shared he interacted with other members every time he bowled. Respondent 50 indicated he interacted with other members through competition, social interactions, and friends that he has made. Outside of bowling events and tournaments, participants indicated team practices, summer cookouts, group gatherings, team meetings, and restaurant visits as ways they met with other members inside and outside of organizational events.

The fourth question in the bowling organizations category asked participants to reflect on how they interacted with members or the bowling organization outside of association planned events. Participants alluded to this question in previous questions. Respondents elaborated on their non-organizational activity with other members. Thirty-two percent of participants indicated they do not interact with the organization or its members outside of organizationally planned events such as leagues, tournaments, and events. The remaining 68 percent of participants named a variety of activities they participated in outside or organizationally planned events such as charity events, cookouts, parties, dinners, weddings, and more. Respondent 44 shared he would, “go to the movies, restaurant, or hang out in general for a good time.” Respondent 37 followed up and shared that her, “whole family bowls. Most of my core friend structure I met in bowling and we interact outside the center too.” Respondent 33 added to the sentiments and revealed, “one of my fellow bowlers helps me with detailing my car. Others, we trade favors—oil changes for my car in exchange for baking, bowling balls, etc.” Overall, it was shared opportunities among bowlers that created memorable experiences for participants. The sport of bowling provided an opening for participants to attend life events of other members, such as weddings, birthdays, and similar special experiences.

Organizational culture. The questionnaire’s fourth category asked five questions to investigate the participants’ experiences with organizational culture. The first question in the organizational culture category asked participants to reflect on whether or not they experienced a sense of culture within the bowling organizations where they were members. Seventy-three percent of participants indicated there was a culture within the bowling organizations where they were members. Participants broke their responses

down in terms of individuals within the bowling community and then the bowling organizations themselves. Regarding individual culture, Respondent Four shared there is most certainly a culture among bowling organizations. He specifically said, “staffers and pro shop guys and gals are unique insiders. Others are socially entwined, and they organize for that purpose. Females also have their own culture, as well.” Respondent 25 followed up and agreed that there was a culture,

In the sense that bowlers interact with each other outside the bowling center. There is a hierarchy of bowlers that they seem to stay within. The better bowlers talk to each other but seem to ignore the lesser ones when they try to interject into the conversation.

Respondent 26 felt similar and indicated, “good bowlers get name recognition and respect. False perception that handicap bowlers are lower cast in the community.”

Respondents 50 and 51 echoed these sentiments and shared there was a culture among bowlers because they were a close-knit group of people. The sport of bowling was enhanced by diverse cultures. Overall, there was a culture of family among the bowlers within bowling organizations. Participants defined the various cultures represented in the bowling organizations where they were members. Respondent Eight shared, “USBC is the main governing body. TNBA is an organization founded in 1939 to encourage African Americans to bowl. UBA is a separate animal in itself. Every team has their own culture specific to them.” Respondent 11 indicated the culture of the organization depended on the area. Respondent 14 followed up and indicated that, to him, the culture of USBC, TNBA, and UBA is a culture that is load, uplifting, and educational.

Respondent 21 shared the culture of the PBA. He indicated,

At most PBA events, those who regularly compete typically are amongst their own circles. Also, if affiliated with a brand or sponsor, those players often

strategize with themselves. During competition, some will pass information to each other to assist later in the duration of the tournament.

Respondent 24 revealed,

USBC – the culture is simply those that enjoy bowling, having an average, and competing on an entry level. UBA, shit talking, betting, and drinking, but at the same time keeping things exciting, fun, and respectful. PBA – all business, professional, respected.

Respondents 32 and 65 elaborated on the TNBA and shared, “TNBA is mostly all black organization compared to the USBC; and is based on sportsmanship, fellowship, and friendship.” Respondent 54 continued the conversation of culture and shared, “Yes I would say the UBA, and Federation is a bowling culture in itself. It’s taking bowling to the next level. Not only with competition but with crazy nicknames on jerseys and smack talking the competition.” The remaining 27% of participants did not feel there was a particular culture within the bowling organizations where they were members.

Respondent 60 did not feel there was a culture due to the responsibility of following the rules. Respondents 28 and 61 were more focused on their family and therefore, stayed out of the social scene in the bowling community. Responded 44 felt as if there was no defined culture in these organizations.

The second question in the organizational culture category asked participants how cultures within the organizations influenced their decision to join or maintain memberships within them. Fifty-one percent of participants indicated that the culture does influence their participation to join or maintain membership with their respective organizations. Respondent Nine shared the culture influenced her decision to maintain membership in her respective bowling organizations because, “I feel like being able to build something bigger than just competition is what I look forward to.” Respondent 15

added, the culture allowed him to enjoy being a part of the organization and bowling community. Respondent 24 elaborated, “the membership provides the access to the different levels of competition; however, the people are very different in each organization and its that diversity that makes it such a pleasure to be a part of them all.” On the other hand, 49% of participants felt the culture did not influence their decision to join or maintain membership in their perspective bowling organizations. Respondent 57 shared membership is required to be a part of these organizations; therefore, she was not influenced by the culture of the organizations. Respondent 21 explained that culture really didn’t influence his experiences. He reported, “I consider myself fairly quiet while competing to maintain focus with the task directly in front of me. Should I still be competing in the latter, it’s comforting to have a (small) group there in support.” Other participants elaborated and explained culture does not impact their influences and that membership is required to participate in many events by various bowling organizations.

The third question in the organizational culture asked participants to reflect on whether or not culture may differ across bowling organizations. Respondent 24 shared,

The culture defines the organization, you are not going to see a lot of crossover from one culture to the next. Those that compete in each association understand that there is an expected atmosphere that comes with the organization and that dictates how the culture responds and acts.

Respondent 21 added the culture is “fairly similar but just at a different level. While plenty tournaments are competed on easier conditions, any player realistically can win. While on tougher conditions, the more-skilled players generally will have more success.” Respondent 34 felt the culture depended on the outside environment of the bowling establishment versus the actual bowling organization. Respondent 53 shared, “I think other bowling organizations (outside of USBC) and leagues take things more seriously.

It's not just fun and games. It's an actual sport." This sentiment resounded with Respondent 49, who shared, "the willingness to compete and be better may not be the same across all organizations." Respondent 58 added the culture "differs more state to state than organization to organization." Respondent 65 indicated, "membership is optional. Your comfort level kind of determines what you want out of the organization makes a difference along with understanding of the organization. People won't support or join an organization they don't understand." Participants also provided responses concerning the organizations where they were members. Respondent Six shared, "PBA members are much better, level of competition is higher." Respondent 11 spoke about the TNBA and noted the organization "is predominately black but it has grown more diverse over the years which is great considering the ABC not the USBC wasn't at one time." Respondent 14 commented on three of the organizations and said, "bowling is social based but UBA is extremely social. USBC is more challenging yourself and learning the game. TNBA is meeting those that have bowled or a while and from different areas of the country." Respondent 33 offered, "I think the UBA is unique in how it is organized and run. The USBC I think is like any other national governing body – too big to really have its own culture." Respondent 50 added, "for UBA the team aspect is much stronger, as proposed to USBC where there are teams always, but they don't seem to be as close-knit." Respondent 52 added the UBA is "way more in your face than a regular USBC or TNBA tournament. Definitely can feel a bit more intense." Overall, depending on the participants' experiences and perspectives, the culture of a bowling organization differed across other bowling organizations.

The fourth question in the organizational culture category asked participants how the culture of their selected bowling organization impacted their experience as members. Respondent Four shared, “it has strengthened my bonds within each organization.” Respondent 14 stated, “it impacted my experience for the better in all organizations.” Respondent 15 shared people have impacted his experience as a member of these organizations, while Respondent 62 said she gained fellowship and networking based on their membership. Respondent 56 revealed the cultural impact “motivated me to become active on boards of the organizations...if not, voicing my concerns for the betterment of these organizations.” Respondent 52 agreed and stated, “I’ve strived to make myself someone who can handle themselves if ever called out. The culture has kept me learning and expanding my game.” Respondent 50 shared the culture “has allowed me to regain the competitive feeling of bowling with a team like I had in college.” Respondent 48 had similar sentiments stating the culture “has made me a more competitive bowler. It has made me raise my expectations of myself.” Respondent 24 felt the culture “allowed me to express myself in all areas of the bowling experience. From low-key (USBC) to loud, obnoxious, crazy (UBA) to the simply professional and role model for the youth of tomorrow (PBA).” Respondent 65 was “forever grateful because it gave me a sense of worth. Helped me to grow and learn. Allowed me to hopefully make a difference in other people’s lives and their experiences.” On the other hand, 32 percent of participants indicated the culture of bowling organizations has not impacted their experience as a member. Respondent 36 shared,

We feel as though the USBC really couldn’t care if we join or not. Every year at our organizational meeting someone will ask: why should we certify the league? The only reasons we can come up with are the bonding and the 300’s.

Respondent 32 followed on those comments and added “to be totally honest with you, it doesn’t impact me in any way. Organizations will raise prices on sanction fees but as a bowler you just want to bowl and your gonna pay it...so you can bowl.” Most of these respondents indicated just no cultural impact or the fact that membership is required to participant in any events by these organizations.

The organizational culture category concluded with a fifth question that asked participants to share any other pertinent information pertaining to their experiences within their organizations. Forty-nine percent of participants had nothing additional to add. Respondent Eight shared, “I bowl for the competition, the ability to win money and for the relationships I’ve gained all equal parts. If one were to become bull, I’d consider stopping.” Respondent 15 shared he was a “manager for 20 years, a coach for many years, have many award scores, and I enjoy the game with a passion.” Respondent 21 shared,

While competition schedules have greatly reduced over the years, being a member is something that I’ve earned and will continue to compete in as long as I physically can. Being able to combat new challenges at each event is something I always look forward in doing.

Respondent 24 said,

Each experience is different, and each organization is like a level in the sport of bowling. Where you choose to fit into or compete is up to you and all organizations/cultures make it available for you to experience all of them as long as you meet the requirements set forth by the organization. There is something for everyone which is why bowling is the MOST participated sport on the planet!

Respondent 25 added, for the USBC and TNBA, “our organizations need to be less cliquish and younger. I have heard from some junior members of the local board that their voice is not always heard or solicited.” Respondent 26 felt bowling “is a sport that you can be competitive in for a lifetime.” Respondent 32 added, “I’m happy with my

experiences in both of my organizations (USBC & TNBA). I just love to bowl and meet new people and hangout with my friends wherever I go.” In relation to USBC, Respondent 36 felt that bowlers did not benefit from annual dues paid to the organization. Respondent 37 shared, “I’ve bowled seasons in a few different states, and I’ve noticed that small communities are generally more welcoming to newcomers.” Respondent 48 shared, “bowling can be extremely competitive or fun. It is what you make of it and how you perceive it.” Respondent 51 hoped the sport never goes away. Respondent 54 said bowling is one of the few sports one can participate in from a toddler to older in age. Respondent 52 stated the sport of bowling and affiliated bowling organizations has “pushed me to be a better, smarter, more consistent bowler. It’s also made me a better leader.” Respondent 56 added, “I love bowling. It represents what life is about: respect, patience, sharing, sportsmanship, kindness, supporting others, making friendships near and far.” Respondent 65 continued these emotions communicating “I absolutely love everything about the sport and the organizations I’m a part of!” Overall, bowlers enjoy the sport of bowling and appreciate the bowling organizations of which they are members.

Summary of Questionnaires by Category

The following section summarizes the qualitative questionnaire findings by category. These chosen categories were, competitive bowling experience, motivation, bowling organizations, and organizational culture. This section reviews the participants’ experiences as they relate to these categories. Additionally, this section highlights the reoccurring themes that emerged from participant responses under each category.

Competitive bowling experiences. Participants experienced a variety of benefits from participating in the sport of competitive bowling. Participants noted they gained teamwork skills, leadership skills, coordination skills, critical thinking skills, travel, patience, friendship with others, and self-confidence. The trends that occurred the most with all participants were the benefits of competing, traveling, and socially interacting with other bowlers. Participants cited a variety of passions that ignited their interest in the sport. The reoccurring trends that led them to the sport of bowling included their love for the sport of bowling, the competition the sport brings, and their family's participation. Pursuing bowling produced challenges for the participants. These barriers included having the finances to fund their participation and having the time and availability from other responsibilities to pursue the sport. Participants shared a variety of meaningful experiences from their time as competitive bowlers. Overall, participants enjoyed the ability to compete in regional and national events, shoot honor scores, grow a network of friends and competitors, and share their experiences with friends and family.

Motivation. Participants were motivated by various influences to join selected bowling organizations. For many participants, the decision to join the USBC was prompted by membership as a requirement to participate in leagues and tournaments. TNBA membership as a requirement for participants was impacted by three elements: the chance to join organizational events, the competition provided, and the history the organization being created for minority bowlers. Participants were influenced to join the UBA because of three factors: the sense of culture created among members who participated in organizational events, the competition among amateur and professional bowlers, and the opportunity to win money. The majority of participants felt their needs

were being met by their selected bowling organization. For the participants whose needs were not being met, they cited lack of local representation among the organization, lack of benefits and resources, and increase of membership dues for less benefits. For the participants, whose needs changed, adjustments needed to be made because of life events, new interests, and inconsistency of the organization regarding communication and benefits. Overall, participants were motivated to participate in the sport of bowling due to the challenge, the competition, the success, and the desire to master the sport. Recurring motivational trends included competition, personal satisfaction, self-confidence, and social interactions, which resulted in participants' needs being met by the sport. Participants felt their competitive bowling needs were being met by their bowling organizations. These needs included the ability to improve skills, the ability to interact with friends and family, the ability to travel, and the ability to compete. Overall, motivation influenced competitive bowlers' experiences within the sport of bowling and selected bowling organizations.

Bowling organizations. Participants were provided the opportunity to elaborate on how the membership in their selected bowling organizations met their needs as competitive bowlers. Participants noted that the bowling organizational membership provided the opportunity to compete in leagues and tournaments, provided the rules and governance for events, provided the ability to address concerns, and ensured the sport was fair and equitable across all members. Participants indicated joining their bowling organizations was influenced by their personal motivations for the sport of bowling. The reoccurring themes that were consistent among participants were the love of the sport, the opportunity to compete, and the social and family connection they received by others

participating with them. Participants cited several ways they interacted with the organization and members within the organization. A small population of participants held leadership roles within the bowling organizations, and thus, had some impact on member's experiences and governance. Other participants cited their interactions occurred at events, meetings, leagues, and tournaments. Interactions outside of scheduled events consisted of charity events, dinners, weddings, parties, cookouts, and any other social events where teammates or friends could gather outside of the bowling alley. Participants acknowledged some of their competitors became family and friends and were invited to various life events. Overall, the bowling organization a competitive bowler selected impact their experiences with the sport of bowling.

Organizational culture. Participants indicated there was a sense of culture within bowling organizations where they were members. Participants cited individual populations such as female bowlers, elite bowlers or bowling proprietors have their own culture. Regarding the organizations, each association also had their own sense of culture. The USBC was the main governing body, and their culture was highly professional. As an organization, the TNBA was geared toward minorities and focused on competition, friendship, and fellowship. The culture of the UBA was characterized by stiff competition and open for all levels of bowlers and a team atmosphere. Participants also indicated that the culture of bowling shifted depending on the area. The culture competitive bowlers experienced impacted their decision to join their respective bowling organizations. Participants noted if they could be themselves, build a social network, and compete, they were more likely to maintain their membership within the bowling organization. Conversely, other participants indicated they were not influenced by the culture of the

organization as membership was required to participate in their events. Participants thought that the culture of the organization changed based on location. The types of competitive bowlers, types of organizations, and local customs can impact members experiences within a bowling organization. The culture of a bowling organization impacted participants' experiences in several ways. Participants noted strengthened bonds among members, improved experiences as a member, fellowship and networking, competitive edge, and increased self-confidence as benefits from the organizational culture. Overall, the organizational culture of a bowling organization impacted competitive bowlers' experiences within their selected associations.

Phase Two Results: Interview Results by Participant Cases

Phase two findings of the data collection procedures included semi-structured interviews with 11 participants. All interviews were completed by participants between November 2020 and December 2020. The results were transcribed and analyzed in narrative form. The questions provided in the interview protocol were broken down per category, just as they were done in the questionnaires. These categories are competitive bowling experience, motivation, bowling organizations, and organizational cultures. The results for the interviews were provided by each interview participant.

From the 37 participants who successfully completed the questionnaire, 30 participants indicated they were interested in completing a follow up interview. Out of the 30 participants who were contacted, 17 participants responded to schedule interviews; therefore, these participants compose the cases within this multiple case study. The interviews collected an array of demographic information from participants such as their

bowling organizational affiliation, gender, ethnicity, and location. Table 4.1 illustrates the demographic information for the 11 interview participants.

Table 4.1

Interview Participant Demographics

Pseudonym	Bowling Org.	Gender	Ethnicity	Location
Case 1: Mr. Red	USBC, TNBA, UBA, Federation	Male	Black/ African American	Pennsylvania (PA)
Case 2: Mr. Orange	USBC, PBA	Male	Asian	Virginia (VA)
Case 3: Mrs. Yellow	USBC, TNBA, UBA	Female	Black/ African American	Maryland (MD)
Case 4: Mr. Green	USBC, TNBA, UBA, PBA	Male	Black/ African American	Virginia (VA)
Case 5: Ms. Blue	USBC, TNBA, UBA, NCAA	Female	White	New York (NY)
Case 6: Mr. Purple	USBC, PBA	Male	White	Pennsylvania (PA)
Case 7: Ms. Pink	USBC, UBA, Federation	Female	Black/ African American	Pennsylvania (PA)
Case 8: Mr. Black	USBC, TNBA	Male	Black/ African American	Virginia (VA)
Case 9: Ms. White	USBC, TNBA, UBA	Female	Black/ African American	New York (NY)
Case 10: Mr. Gray	USBC, TNBA	Male	Black/ African American	Colorado (CO)
Case 11: Ms. Turquoise	USBC, UBA	Female	Black/ African American	Maryland (MD)

Participants indicated the bowling organizations where they were members. One hundred percent of participants were members of the USBC; 64% of participants were members of the TNBA and UBA; 27% of participants were members of the PBA; 18% of participants were members of the Federation; and nine percent of participants were members of the NCAA. Of the 11 interview participants, 55% were male, and 45% were female. In terms of ethnicity, 73% of participants identified as Black or African

American; 18% of participants identified as White; and nine percent of participants identified as Asian. Twenty-seven percent of participants resided in Virginia and Pennsylvania. Eighteen percent of participants resided in Maryland and New York. Nine percent of participants resided in Colorado. Interview participants were provided pseudonyms to report their findings. Data from each case is shared below.

Case 1: Mr. Red

Mr. Red indicated he was an active member of the USBC, UBA, and the Federation bowling organizations. He felt he most associated with the UBA because of the bowling cultures he grew up in. Mr. Red explained the USBC is the overarching organization for all bowlers; bowlers are required to be an active member to participate in any leagues or tournaments. Regarding the UBA, this organization is where most of Mr. Red's associates from youth and adult league were also members. A lot of the bowlers that are a part of the UBA looked like him, compared to the professional level where there was not a great representation of bowlers that look like him.

Mr. Red shared a variety of personal stories about his competitive bowling experience. Mr. Red explained he was engaged in the sport of bowling since he was four years old. Therefore, the sport of bowling felt very natural to him. He talked about the pivotal moment in all children's lives when they grow to the age where they can decide if they want to continue to pursue a sport of activity. That moment for Mr. Red was in high school when he had the opportunity to bowl for scholarship opportunities. Mr. Red explained the benefits for boy bowlers was not as vast as it was for girl bowlers; nevertheless, he wanted to gain all he could before moving to an adult status. The passion that Mr. Red had for the sport of bowling came from "leaving a 10 pin four times and

then adjusting and clearing the deck. That's where the passion comes in. It's doing something over and over and over repetitively and seeing yourself continuously for years get better at it." Mr. Red's passion grew as he recollected his meaningful experiences within the sport as a junior bowler. Mr. Red had the opportunity to bowl in Vegas in the National Junior Bowlers Tournament. He reminisced on the opportunity to travel, meet new people, and bowl on that large platform. He also shared his experiences bowling as a high schooler. Since he did not have a bowling coach around during this time, it was up to him to practice and improve his skills. His work paid off when he placed third in high average for his senior season. The ability to learn, to make adjustments, and to see that work pay off kept him coming back to the game.

As Mr. Red thought back on his experiences, he shared the barriers he faced as he pursued the sport. He explained bowling is an expensive sport when considering the price of practice, the price to join leagues, the price to compete in tournaments, the price of owning equipment, the price of bowling accessories such as finger tape, and the price of coaching lessons. He added, "for a lot of kids of minority descent that's a barrier by itself because your parents can't just come in and drop \$350 on bowling balls and shoes."

Additionally, he revealed there is a barrier to become a professional bowler. Because of the expenses, resources, and time, it was rare that an amateur competitive bowler, such as himself, would have the opportunity to become a professional bowler. Regardless of the barriers he faced, there were countless benefits to the sport of bowling for Mr. Red. The main benefit was the opportunity to travel. Mr. Red shared,

when you are a league bowler, you don't necessarily think about traveling here for this tournaments or traveling here for that tournament. But as you get more and more competitive, that's where the real love of the sport comes from. It's from trying to be good in places you've never been before, because that's really what

shows you whether or not you've been improving as a bowler or whether you just been throwing a ball down a lane.

The sport of bowling opened the door for him to travel across the east coast and experience individuals with diverse backgrounds.

Mr. Red noted the fun and the love for the game motivated him to keep engaging in the sport. He shared,

For somebody like me, it is not hobby level, like it's not just league bowling competition really, it means a lot to me. But it's also motivation to gain experience. You don't get experience staying at home, you don't get better staying at home, especially as a bowler, you have to go out and get beat and lose because you didn't adjust quick enough.

Mr. Red explained that his love for the sport of bowling is his motivation. He also gave back to bowlers by coaching youth players. He was able to provide youth bowlers the opportunities he did not have, such as traveling to compete, meeting new people, and opening their view to be successful within the sport. It was these motivations that influenced Mr. Red to join the bowling organizations he is currently a part of. Mr. Red stated since membership within the USBC was required there was no motivation to join, just that he had to be a member in order to participate in leagues and tournaments.

Regarding the UBA, he was invited to be a spectator at one of their events called Battle Bowl. After he experienced the organization, the bowlers, and the culture, he shared,

Carolier Lanes in New Jersey and there was just thousands of people in like a 74-lane hour in uniform like jerseys. And I was like, what is this. My uncle is like, this is the UBA. This is the Underground Bowling Association. This is the highest level of what we as regular league and tournament traveling bowlers get to do. And I was like this is tough!

It was the atmosphere, level of competition, and level of excitement that drew Mr. Red into the UBA. When Mr. Red was introduced to the Federation, he was already bowling pretty competitively. The Federation provided a similar competitive, exciting, and team

focused atmosphere as the UBA. Since he had friends on the team, it was an easy decision to join.

Mr. Red felt some of his motivations were met by the bowling organizations, and some were not. In terms of the USBC, he felt the organization did not meet his needs because membership was required. He felt the USBC needed to prove why millions of bowlers owed sanctions to the organization every year yet benefits for members were decreasing. He felt the UBA met his needs on a competitive level. As far as “bowling with friends and family, competition, and opportunity to travel for tournaments, the organization is meeting my needs.” Of course, there were things the organization could do better. However, since the organization was fairly young, it needed space to make the necessary shifts to sustain growth and change. The Federation was also doing a respectable job meeting Mr. Red’s needs. The organization provided stiff competition but was missing the social aspects and extra events that the UBA was able to provide. The Federation was more focused on season matches being completed without additional events or tournaments. The Federation could have done more to garner additional attention. The pandemic halted a lot of activities in the sport of bowling in order to maintain safety protocols. As states and areas began to open back up with restrictions, the UBA was providing a better opportunity for bowlers to stay motivated, engaged with the sport, and attending tournaments safely. The USBC was doing the same, since leagues were starting back up, but they could be doing more. Mr. Red had a tough time speaking on the TNBA since the local senate was not as active in his area as he would like. The TNBA allowed bowlers to benefit from honor score awards each time it occurred,

something that the USBC had stopped, so Mr. Red appreciated that. But, like the other bowling organizations, one must be a member in order to participate in their events.

Mr. Red recalled how he interacted within these bowling organizations. He described his actions as similar to speaking with friends, especially with the UBA. Members usually conversed with one another personally and through social media outlets. This method encompassed most of the interaction, as members typically talked about the organization and not necessarily to the leadership of the organization. For example, Mr. Red explained there was really no place to file a complaint with the USBC that members felt would be listened to. He continued that,

you can complain about it. You can send an email to this organization. But then, listening to you is not really in the cards. Whereas if something goes wrong at a UBA event, because nobody is perfect, you can go directly to the tournament organizer or someone else who will answer you and explain to you how they can be better.

Mr. Red stated the same could be said for the Federation. In terms of the UBA and the Federation, these organizations benefitted from members' satisfaction within the association. In terms of the USBC, they have shown him that they did not care as much about their bowlers. He felt that was because the organization was the overarching organization and did not have to listen to other organizations.

Concerning ideas that might improve experiences in these organizations, Mr. Red indicated that communication, opportunity, and visibility as items that needed to be worked on by the bowling organizations. First, Mr. Red believed communication was key and for organizations to recognize and, in turn, listen to their members. Constructive criticism was found among the complaints for organizations to utilize and better the overall member and bowling experience. Second, organizations can increase the

opportunity and visibility for those in the non-bowling community to care about the sport like they do other sports. Bowling is worldwide, but not well known outside of the bowling community. Mr. Red shared, “the entire world bowls. There is no reason this sport is not in the Olympics. I can give you representatives from at least 100 different countries.” With organizations not taking the time to listen to its members, the sport cannot get a foothold on better exposure if these suggestions were seen as complaints. The world got to watch the professional bowler Francois Lavoie throw a 300 on national television. Mr. Red continued,

it was incredible because anybody who bowls knows how hard it is especially under the lights and the cameras to throw 12 strikes in a row. That could be worldwide. If we really give it the change to do that and it starts with communication on the base level across everybody.

Once that communication piece is efficient and accessible, all the other pieces can fall into place.

Mr. Red alluded to the culture of the organizations earlier and took time to elaborate further here. He explained the cultures among the three organizations are polarizing. The culture of the USBC felt like league, bowlers were just chilling out and throwing the ball. The USBC can come off stale and boring. In the Federation and the UBA, the culture was immersed with trash talking with your friends while trying to beat their scores. The atmosphere was loud, intense, more robust:

Now the different is, you know, in the USBC event you’re just bowling. It is you against the rest of the field. In the UBA it’s a team event. Team events get rowdy. That’s what I love about college bowling, and when I use to watching it, everyone was screaming and cheering on their teammates. That’s what we do. And if you can find a happy medium between those two, or even if you can give both of those their right amount of spotlight, I think it’ll bring people in and get people interested.

However, Mr. Red highlighted all the diverse types of cultures is what makes the culture of the sport so great. It would be those various cultures that would bring attention to bowling and attract bowlers from all backgrounds to the sport. Each organization had the ability to create diverse cultures depending on the type of bowling tournament. Mr. Red explained when an organization provides a sport shot tournament, he knew that the culture for bowlers was about focusing to do the best they can. When an organization provided a team event, Mr. Red enjoyed the culture of spending time with friends, trash-talking, and cheering the team on. The UBA provided an environment in which Mr. Red enjoyed the organization and supported the organization, through wearing jerseys to league and participating in social interactions of trash talking and competitive bowling. The culture of the organization was impacted by its location. Mr. Red compared his experiences bowling in Yonkers, New York to Cortland, New York. He explained the bowling league in Yonkers was more intense and involved more trash talking. In Cortland, the culture was more laid back and focused on throwing good shots. Mr. Red also compared the cultures of the UBA and the Federation compared to the USBC. Although all competitive bowlers were members of the USBC, they were more inclined to promote the UBA and Federation organizations by wearing team paraphernalia and bowling with other members of the organization frequently.

Mr. Red gained a lot from the cultures that were created by each of the bowling organizations. He offered,

I love the sport so much and I have for so long that to be able to do it in any capacity is always great. But to be able to have days where you can just laser in and hyper focus on being the best bowler and days where you could just focus on bearing the person you're matched up against, just shows the versatility of the sport and how universal it is.

Mr. Red felt that it was what made the sport so beautiful and the culture so unique to the competitive bowlers that participated. The polarizing cultures Mr. Red alluded to before created the pros and the cons of each organization's culture as it related to a competitive bowlers' passions and motivations. A pro of the culture was that as a competitive bowler, one felt validated as an athlete. It was not easy to roll a 14- or 15-pound bowling ball down a lane up to 21 times a game. Additionally, bowling was able to teach problem solving, how to be aware of your body, and to learn to build mental toughness. A con of the culture was the expense it took to participate and develop skills. There were times where a competitive bowler will invest time, money, resources into their game and not see the fruits of their labor if their skills did not match up against the rest of the competition.

Overall, Mr. Red stated the sport of bowling was more than what was seen on TV. The aspect of team bowling has created a different culture within bowling he wished all competitive bowlers had the opportunity to experience. The intricacy of the sport was what he found fascinating the most; knowing that one had to throw the perfect ball into the pocket to strike in order to beat an opponent was an adrenaline rush. Accepting that the sport of bowling was a game of skill and a game of luck was also important. Knowing more about the sport and having the passion to improve in the sport opened the opportunity to travel and truly experience the best the sport had to offer.

Summary of case 1: Mr. Red. Mr. Red provided insight into the sport of bowling and the bowling organizations he is affiliated with. His passions from the sport came competing in the sport all his life and the ability to see improvements within his game. Challenges he indicated included the cost to practice, the cost to supply your equipment

and accessories and having the opportunity to move to the next competitive level. A benefit that Mr. Red gained from his participation included the opportunity to travel and compete in unfamiliar places. He was motivated by the love of the sport and the competition. In addition to the USBC, all of his bowling organizations met his needs as a member. Mr. Red agreed that each bowling organization had a distinct culture and that a member's experience was impacted by the location and environment of the organization.

Case 2: Mr. Orange

Mr. Orange was a member of the USBC and PBA bowling organizations. He indicated when it came to bowling leagues, he tended to lean more towards the USBC, because it sanctioned the majority of the leagues and tournaments. When it came to hard and professional tournaments, he tended to lean towards the PBA. Mr. Orange shared he started bowling when he was five years old. He started bowling because of his parents' participation. As he got older, he developed his own circle of friends who shared the same passions for the sport of bowling. He revealed, as a youth bowler, "I wasn't quite exposed to as many youth tournaments and especially at the level of tournaments that they have now, like Junior Gold and Junior Team USA." Mr. Orange did not become competitive with the sport until later in his life. He had friends who exposed him to local and competitive tournaments which led to his participation in PBA regional and major events. Mr. Orange credited the relationships he built within the sport as meaningful experiences. Additionally, he was able to travel places he had never been, especially with friends. Mr. Orange and his friends created a tournament checklist when they traveled so that they could experience places within the city the tournament is in.

Concerning challenges of pursuing bowling, Mr. Orange cited work and family balance as a barrier. As Mr. Orange built a life and family with his wife, the time he dedicated to the sport decreased. Before he was married, he worked part-time and traveled almost every weekend to participate in a variety of tournaments. As their relationship continued to develop, he knew he needed to increase his stability to be able to take care of his family, which meant he had to decrease how much he traveled and become more intentional with the tournaments he participated in. Mr. Orange shared how his wife was supportive of him as he pursued his dreams, though she was not a bowler herself. He stated, “it took a little while for her to understand why I do all this traveling. However, she definitely understood since I have been around the sport so long. She also understood my goals. Luckily, she still encourages me now.” Mr. Orange shared this support was one of the benefits he has gained from the sport. Another benefit was that someone is always watching you on and off the lanes. He was told by a mentor the way you carry yourself on and off the lanes matter to how they will view you. Therefore, Mr. Orange was always aware of how he presented himself and developed a sense of respect with whoever he encountered.

Mr. Orange indicated he was influenced to continue the sport because he was surrounded by the game from an early age. He was also motivated by the bowling ball company where he worked as a staff member. He was part of this company for a year year. The company became part of Mr. Orange’s family. The company helped sponsor and encouraged underdogs within the bowling community. His mindset helped him build necessary bonds and kept lines of communication open. This also motivated Mr. Orange to keep pushing to become a better bowler at his level and above. He learned to mentally

focus in order to grind out hard patterns and make good shots. Mr. Orange's motivation carried over into the bowling organizations he is a part of. Regarding the USBC, Mr. Orange was motivated by the few tournaments that he enjoyed. He created relationships with other bowlers who were always on the same team when team events were hosted by the USBC. This allowed him to have fun while focusing on doing well in the tournaments. There were certain events like the Master's, U.S. Open or Open Nationals Tournament under the USBC that also provided that competitive edge, outside of just having fun. These tournaments provided him a bigger experience within the sport. Regarding the PBA, Mr. Orange felt that he got his foot in the door with the organization too quickly since these tournaments were hosted on extremely hard patterns. When those events were scheduled, he prepared differently for that particular culture. He made sure he took his time to practice and develop his game.

In terms of what these organizations were able to provide, he felt they met his needs. He shared, "each one offers different things. You know, something that not too many people take advantage of." As a member, Mr. Orange made sure he took advantage of all benefits and resources provided. The USBC offered an awards program, life insurance benefits, and travel packages. He believed it was great that the organization offered these benefits to its members. Mr. Orange especially appreciated the travel packages for the National Tournaments because it kept travel costs bundled. He felt the same way about the benefits as a PBA member. If a bowler wanted to bowl in a PBA event, there was a cheaper entry fee as a member. The organization also saved spots for members to sign up as well. He shared, "if I am going to sign up for a tournament, once I complete the registration, I know that I have a spot unless it is already sold out. They take

their members in as a priority versus non-members.” PBA member benefits also included official practice centers and discounts for practice sessions. Additionally, the friendships and bonds that Mr. Orange created through the competition were meaningful. Overall, for what Mr. Orange aimed to get out of the sport, both organizations met his needs.

Mr. Orange felt the USBC and the PBA bowling organizations were meeting the needs of members joining these organizations. He explained there were many international bowling associations that used the regulations and rules created by the USBC. Without the USBC, there would be no sanctioned leagues and tournaments. He also explained it was humbling to be recognized by the USBC. Additionally, they have Team USA, which was an honor to obtain membership approval. He shared, “I don’t care what sport you’re in, you know, just being able to represent knowing that you have Team USA on your back, that is the real deal.” The only downfall that Mr. Orange recognized was on the regional level of the PBA. Because sponsors and funding have decreased over the years, there were not as many events as there used to be. With less events, there was a decrease in the prize fund for these events. Mr. Orange felt if the sponsorship increased, like it had for the sport of golf, for example, PBA membership would multiply increasing funding and events to the sport and regional tour events. Overall, he explained that depending on the bowler’s motivations, whether they participate for fun or if they want to make a career out of it, the organizations have resources to achieve those goals.

As Mr. Orange mentioned, his interaction with members of the organizations depended on the bonds that were built. Attending events and tournaments allowed him to create friendships and relationships with bowlers and leadership within the organization. He shared the story of a successful tournament he participated in for the USBC. Because

of his professional demeanor, he was approached by the public relations and marketing department to share his successes. Mr. Orange also shared at each event he interacts with the organization first before interacting with members. These interactions occurred when signing up for events and provided necessary information to the tournament committee. Additionally, he interacts with coaches that coach college athletes as well as Team UBA.

Mr. Orange shared a few improvements he felt the bowling organizations could make to improve members experiences. For the USBC, he would like to see the National Tournament in locations outside of the west coast. He shared, “one of the trends that’s been going on, basically, if not every or every other year it basically just goes back and forth between Reno and Vegas.” He continued it would be nice if the tournament would go to other cities as well across the United States. A couple of years ago the tournament was in Syracuse, New York and it was great for him, because it allowed him to drive to the tournament, rather than spend money on flights and rental cars. Mr. Orange stated that Vegas, Nevada was nice, since that was one of the places he likes. However, it would be great if the tournament traveled more often like it had done in the past. He shared similar sentiments for the PBA as well. During COVID-19, the PBA tour reduced the number of locations they hosted events in order to comply with regulations and keeping all bowlers and staff safe. Ultimately, Mr. Orange felt that it would be nice if there were more events in his area to participate in and watch people he knew compete.

Mr. Orange shared the environments between the bowling organizations are completely differently worlds. He shared, “you know the environment from your local tournament to regional tournament to national tournament is going to be a different experience.” When it comes to the National events, members compete against bowlers

who make their living from the sport; therefore, the environment can be intense. When it comes to the local and regional tournaments, Mr. Orange shared members may be more on a part time basis and therefore the competition is a bonus incentive. Additionally, for these events, he may see and interact with more people he knows, making the environment appear less intense and more friendly.

Mr. Orange was determined when it came to the varying bowling cultures of the organizations, he is a part of. He is currently pursuing regional titles within his PBA affiliation. He shared, “the never quit attitude of wanting to excel in any kind of way, you know, just wanting to improve, improve tournament performance.” He took time to reflect on whether or not he is performing well, if he is satisfied with his performance, and if he is moving in a positive or negative way. Mr. Orange shared this mentality does shift depending on location. For Mr. Orange, the outside environment of the location will “affect what possibility can happen inside” the bowling environment as well.

Summary of case 2: Mr. Orange. Mr. Orange provided insight into the sport of bowling and the bowling organizations he is a member of. His passion for the sport came from his family’s participation and the act of competing. A challenge he indicated in pursuit of the game was balancing family and work commitments. A benefit he gained from his participation was understanding that he should have a professional demeanor on and off the lanes because that impacts how others see and respect him. Mr. Orange was influenced by the sponsors he gained and the teams he built. He was motivated to learn and get better every day. He agreed that the bowling organizations are meeting his needs as a member. Mr. Orange agreed that each bowling organization has their own distinct

culture and that a members' experience is impacted by the location of the bowling organization.

Case 3: Mrs. Yellow

Mrs. Yellow was a member of the USBC, TNBA, and UBA bowling organizations. She identified with the USBC and TNBA bowling organizations the most. She noted USBC was nationwide; bowlers can go anywhere and be a part of the USBC. On the other hand, TNBA was more selective. Regarding the UBA, they were not nationwide as of right now. Mrs. Yellow started bowling when she was four years old. Her family bowled and allowed her to join when she was old enough to hold a ball. She shared, "Yes, you get to bowl. But its more than bowling. You experience other things as well. So, what motivates me to keep going back is that something out there I can do that's different." She also shared she also got to meet a lot of new people, an experience in itself. Mrs. Yellow recounted her most meaningful experience as a competitive bowler was her trip to USBC Nationals. She recounted, "I took a group of ladies to Nationals in Reno for the first time. And when I tell you the entire time we were out there, we laughed about the dumbest things." She continued to talk about a lady who was struggling to bowl well because she was nervous. Mrs. Yellow calmed the woman down so that she was able to bowl well. It was a meaningful experience because she took someone to a new place, encouraged her, and have fun her, and earned money as a bonus.

Mrs. Yellow indicated her greatest challenge in her ability to pursue bowling was the time commitment. She explained that to become a great bowler requires dedicated time to practice and to learn important skills and aspects about the sport. Each time she went bowling she learned something new and experienced something different. The

ability to learn something, understand it, and then apply it just that fast was what was needed by competitive bowlers within the sport. She shared, “it’s frustrating because I’ve been bowling a long time and there’s still things I just don’t know. And as I’m trying to learn it on the fly,” was her biggest challenge. On the other side, Mrs. Yellow benefitted from the sport. She made tremendous friends and traveled to interesting cities. She “experienced life through bowling.” In order to do that you had to invest in yourself. Therefore, Mrs. Yellow did not see the cost as a barrier or a benefit. She stated, “I don’t consider that part of a benefit. I mean, in anything you want to do or experience, you gotta pay money for it. Yes, I want some money back, but that wasn’t the benefit.”

The motivation to participate in the sport came from the challenge of it. Mrs. Yellow explained there was no bowling center that is the same. Although you had left-handed and right-handed bowlers, no set of lanes were the same. Even if one bowls on a set of lanes often, a bowler will never experience the same things twice. She continued, “even bowling in the same bowling center, week after week. It’s still different because your experience off the lane is different.” It was these differences that motivated and challenged Mrs. Yellow to overcome this challenge. These same motivations influenced her decisions to maintain membership within her selective bowling organizations. For the USBC bowling organization, membership was required in order to bowl anywhere. Mrs. Yellow shared,

so, if you know the history of the USBC, you know that they started as everyone had their own organization. So, there was one for children, one for women, and one for men. Then they all joined together but you had to be sanctioned under USBC in order to bowl anywhere.

The TNBA was a different group. The TNBA had their small groups in different areas but still allowed her to experience new people. The UBA was another set of different people. They were a bit more local and had more local tournaments.

Mrs. Yellow stated her motivations were being met by these various organizations. The UBA gave her the opportunity to participate in various local tournaments that were closer to home and some that were not close to home. The variety of locations allowed her to experience different people and bowl on different conditions. The USBC was such a big organization which provided opportunities to bowl in the most locations and offered a bigger view of the sport of bowling. Her motivation had not changed since joining each organization. As a member, she never felt like she was missing out on anything. Mrs. Yellow knew what was expected from her as a member of the organizations. Knowing that made it easy for her to decide on the events she wanted to participate in and ones she did not.

Mrs. Yellow shared new members coming into these organizations need to know some information before joining. Regarding the UBA, the culture of the UBA was different. The organization hosted a lot of local tournaments in a few areas on the east coast. These tournaments were not ordinary tournaments that competitive bowlers may be used to coming from the USBC or TNBA. The bowling alley environment was not calm like other associations. UBA tournaments could be noisy and loud, with members competing, cheering, and trash talking. As someone coming in, “if you’re not used to it, it’s definitely an experience and can appear challenging and uncomfortable.” TNBA events were calmer than UBA events. There was still some loudness and craziness but there was a similar environment to the USBC. Mrs. Yellow felt that “anybody going into

these organizations, you kind of have to go and experience them before you join it. You can see what you're looking at." That would help a new member set their expectations to fit the reality of the organizational culture and environment they were about to enter. She noted each organization gave different feelings when it came to their rules and their experience. Only by experiencing an organization can one know if his or her needs are met by it.

When it came to interactions with the organizations, Mrs. Yellow interacted in diverse ways. With the UBA, she did not interact as much with her franchise team because there was limited time to talk with team members in the chat room. Regarding the organization, she was able to participate in many events since a lot of them were local. Her participation was about twenty-five percent because she had other things, she was responsible for, like her career and her family. For the TNBA, she participated in events that work with her schedule. Typically, she worked the tournament as part of the organizational staff so that limited her ability to participate in the event as a bowler. For the USBC, Mrs. Yellow had limited participation as a competitive bowler due to her leadership responsibilities on the State Board. Many of the events, Ms. Yellow was planning and facilitating versus bowling. She shared she could not participate like she wanted to. However, before she began leadership roles in the organizations, she was achieving success as a competitive bowler and able to compete on that level.

Mrs. Yellow provided suggestions for each organization to improve their membership experience. She noted the TNBA needs more exposure. The TNBA was a "word of mouth kind of organization. If you know about them, you know them. If you don't, you don't. But they are kind of still growing." Even with their history the TNBA

bowling organization was still growing. She felt that more exposure would help the organization continue their growth. With the UBA, it was hard for her to pinpoint a particular suggestion because she felt that their experiences vary day to day. Experiences with this organization could be incredibly good or bad. She stated this variation was due to a member's expectations with the organization. When Mrs. Yellow was recruited to join the UBA by her franchise team, she was under the impression that joining would provide her an opportunity for competitive bowling, travel, and fun without mentioning the loud and rowdy environment. Her suggestion was that member's experience the organization, locally and nationally before deciding to join so they can create their expectations based on experiencing it first. Regarding the USBC, Mrs. Yellow felt that suggestions should be made locally in the area that a member was in, since the organization was so large. Each local senate of the organization could experience different things and work in diverse ways. So, her suggestion was to go to your local area and provide suggestions to improve experiences.

Mrs. Yellow was not able to fully answer if bowling culture within organizations has impacted her experience as a competitive bowler. She explained it depends on who was around you. You could have people around you that are happy with your success. And you can have people around you that wanted and wished for you to fail. And that experience could happen in any competitive sport. For her, "culture is basically the learning experience, it's like a life experience. There will always be people that will support you. There will always be people who will help you when you fall down." Those were the experiences that define culture within any organization for Mrs. Yellow. When she thought about her competitive experience she shared, "when you are in the middle of

an experience and there's always somebody that you don't expect walks up to you, encourages you, and gives you tips on how to succeed moving forward within the competition." That positive experience of sportsmanship was truly what defined the culture and the bowling experience a competitive bowler would have.

Additionally, Mrs. Yellow detailed the perceived culture within each of the bowling organizations. The USBC bowling organization comes off as the elitist group. This did not mean these members were elite (or aren't) but in a USBC event, bowlers were at the top of the discipline and the sport. Because of that mentality, you were not too loud so that you were not interfering with other bowlers focus and shot. She also noted there was a balancing act of wanting to do well but not always be seen so you were not a target competitively. The TNBA was like a family culture. It was fun to attend team events and see people you haven't seen often. The culture created allowed you to feel comfortable to be yourself at events and did not have to worry about impressing anyone. She stated,

I can be the same person that walked in the building that walks out. You can be anything and everything you want to be off the lanes, in the bathroom, in the walkways, in the game room, in the parking lot, anything.

The UBA gave Mrs. Yellow the same feeling. She was able to be herself and able to laugh with others while doing so. And this was what made each cultural environment different but worked for each individual bowling organization.

Through these cultural experiences Mrs. Yellow felt she had learned who she wanted to be around and how she wanted to act around them. She knew that sounded strange, "because there's something you learn as you grow because these different organizations serve as a learning experience because of the things you get to see." As a

competitive bowler she had different expectations of herself when she participated in each of the bowling organizations. At a UBA event it was expected that you were loud and boisterous. With USBC, everything was kept to a minimum while still having fun. Ultimately, she gained the knowledge of how people acted and interacted within each bowling cultural environment. These experiences led into the pros and the cons of each culture for her. Having to adjust to each cultural environment was a negative for Mrs. Yellow. She shared, “you walk into each one and gotta say, okay, this is what I have to be.” In each organization, USBC, TNBA, and UBA, she told herself which way she had to be and that because of how other members interacted around her and the varying cultures. She continued, the “cultures of each has made people feel comfortable within them and act their own way.” She believed this was why members choose to join selected bowling organizations. This cultural experience shifted depending on the location of the bowling organization, and interactions changed state to state. The culture in various locations always evolved like the organizations. She experienced a greater difference with the TNBA and UBA. The cultural experience with USBC was the same regardless of the location. The magnitude of the experiences changed pending on the type of event.

Mrs. Yellow stated that the USBC bowling organization had “made me the type of bowler that wants to get out and go, makes me want to experience different things because they offer tournaments in different states and countries.” It made her want to do more. She felt, with the TNBA, no matter where she traveled, she had a group of people that were like family around her; this feeling never wavered regardless of the state or area the organization was in. She appreciated what she learned from them. The UBA gave Mrs. Yellow the ability to deal with anything that was around her or in front of her. She

shared “if you can’t hold on to your concentration, you can definitely lose it in that environment.” No matter the distraction, she learned to stay focused in her bowling in order to be successful.

Summary of case 3: Mrs. Yellow. Mrs. Yellow provided insight into the sport of bowling and the bowling organizations she was a member of. Her passion for the sport came from her family’s participation in bowling. Additionally, the game was fun and allowed her to meet new people. Challenges she indicated in her pursuit of the sport included the time to commit to improving and learning aspects and skills to be successful. Benefits she gained from her participation included traveling to interesting cities, meeting new people, and having new life experiences. Her motivation to compete as a competitive bowler came from the ability to always learn something new, to be challenged, and to have the opportunity to travel. Mrs. Yellow agreed each bowling organization met her needs as a member and that each one had its own culture. She did not know how to explain how the culture impacted a members’ experiences because she felt it depended on what a member was looking for and motivated by. Ultimately, the culture of the bowling organizations differed depending on the location and environment.

Case 4: Mr. Green

Mr. Green was a member of the USBC, TNBA, UBA, and PBA bowling organizations. He participated with the USBC and UBA the most. Mr. Green explained his interests in the sport came from family participation. He shared, “my interest started out as a family. Really, all my family members bowled as I was growing up. As we gathered, we would go bowling.” As he grew older, he developed a deeper passion for the sport because of its technical nature, camaraderie, and teamwork; that passion turned into

growing with the sport as well. When Mr. Green recounted meaningful experiences as a competitive bowler, he shared, “was definitely teaching my younger nephews. Also, the experiences that I’ve had with my teammates and growing as a community.” Mr. Green explained that he has met a lot of people that have grown to be close friends through the game of bowling. Essentially, growing a bowling family and a network.

Mr. Green noted sponsorship was a barrier to pursuing the sport at a higher level. It was expensive to obtain the proper equipment is needed to stay competitive and go to certain events. Additionally, gaining technical skills was a challenge. He shared,

there are so many clinics, classes, and things that people are constantly learning about and most people such as myself that live in urban communities that do not specialize in certain things, it’s very hard for us to get information.

Mr. Green felt this was a huge disservice to the community. On the other hand, the sport provided him many benefits. He stated, “definitely the ability to teamwork, but it’s also the mental focus that comes with it and coordination.” He shared his focus level increased, along with his ability to compete in an ever-changing environment. It was this mentality of always being prepared, learning to adjust in various conditions, and being successful in differing environments, as he had experienced in the sport, that helped him grow as a person.

Mr. Green shared money used to his motivation to pursue the sport of bowling. Now, he was influenced by the challenge the sport possessed. Mr. Green was currently motivated by the family aspect, the camaraderie of being people together, and growing the sport forward. He believed his influences had been seen by leaders within the TNBA and UBA and have resulted in him learning more about each organization and how the leadership works. He shared, “I want to grow the sport and all the organizations

themselves and expose them to younger kids because now there's scholarship programs and pathways to higher education." Mr. Green believed these opportunities were a terrific way to let kids know that there were other sports around besides basketball and football. It also worked with his ideas of moving the sport forward. Mr. Green wanted to provide bowlers with information that involved training clinics in order to spread the knowledge about the technical side of the sport. Mr. Green explained,

you have the fun part of the sport. That consist of league night when you are bowling on a typical house shot. And that's because you want to have fun. You want to score high. But then there's the nuances of the game where you grow, develop, and learn the technical things, like how to read a pattern, and how to prepare yourself for the next level.

Mr. Green noted takes time to develop knowledge and stats. Without getting that exposure and getting around others that were experts in the sport, bowlers would not grow and succeed.

Mr. Green's personal motivations blended into the motivational factors which influenced him to join his selected bowling organizations. Mr. Green stated he had always been a part of USBC since he was young; membership was required in order to participate in leagues and tournaments. Mr. Green joined the UBA because of his dad, who was a member and brought him into it. When he read about the culture of bowling and learned professional bowlers were also members and that there was a culture of having fun and trash talking while competing, he was intrigued. Additionally, Mr. Green was motivated to join the PBA in order to gain more exposure of bowling at a higher level. Overall, Mr. Green was conflicted if each bowling organization is meeting his needs as a bowler and a member. Regarding the UBA, it was about the culture. The culture of gambling, trash talking and gathering members together met Mr. Green's

needs. However, he felt the PBA did not meet his need. He felt that the PBA did a disservice to bowlers in the community that were not able to reach the professional level. He shared, “for instance, if you don’t own a bowling alley, or you don’t know pro shop owners and people that drill balls or go to a seminar then you’re totally at a disservice.” He continued that without knowing the right people or knowledge, a bowler would not know in which PBA regional events they could participate. Regarding USBC, Mr. Green felt that the organization was more focused on money then growing the game. With the yearly membership fees and less rewards, he believed the organization was focused more on growing the business than growing the sport. Mr. Green felt that the USBC and the TNBA could benefit from having new blood on their leadership levels in order to improve their organizations.

In terms of bowling organizations meeting bowler needs, Mr. Green affirmed that this was being done for members within the bowling community. Concerning regional and national staffers, the people who worked for bowling companies, had their needs met by the industry and bowling organizations. With this title they were able to practice, to get equipment, and to receive accessories for free or on a deep discount. However, for other competitive bowlers who were considered amateurs, Mr. Green believed not enough was being done within the bowling community. He shared,

for instance, DC doesn’t have a bowling alley. Not one bowling we can say is owned and ran within DC. There was no place locally for bowlers to practice or complete, we always had to travel outside of the DC area.

Mr. Green felt this was a disservice to bowlers and for people outside the sport because this decreased their exposure to the sport.

Mr. Green interacted with the organizations and members of the bowling organizations in several ways. He shared, “now that I’m more exposed to it, we have social media, we have seminars, and you have different cliques.” The people he had met had become part of his bowling family. With this exposure Mr. Green had access to various pro shop owners and clinics to learn from. He explained that when it came to bowling you could not just learn via books; a bowler must contact someone who was knowledgeable in the sport to provide them with the information necessary. Mr. Green felt that kind of teaching would be important for improving member experiences within bowling organizations. He shared,

again, it would be more on the teaching side of going into the communities and spreading the money because these businesses, USBC and PBA are obviously very profitable, and the UBA is just getting their exposure to the communities to this wonderful sport that we all love.

Mr. Green explained the exposure of these organizations in any way possible, via social media and in the communities, would be what was needed to improve membership in these organizations. Especially, how the UBA was able to bring professional bowlers to local communities, it would be that type of exposure that was needed to recruit more members and expose existing members to more within the sport.

Mr. Green further discussed the cultures of the bowling organizations and impact on member experience. Mr. Green shared the culture of the USBC was loose and fun since it was focused on being more of a family feel. Bowlers would interact by coming to bowl, coming to drink, and coming to have an enjoyable time. Bowlers were bowling but not focused on their scores. The PBA was a different culture. PBA members participated in the sport because it was their livelihood; therefore, these members were more cutthroat when it came to the sport. Regarding the UBA, the culture was totally about the fun, for

Mr. Green, it was about the competition, it was about the trash talking, and it was about putting a group of people together that can compete together. The TNBA was more of a niche organization to Mr. Green. He felt that since it catered to the African American bowler, those were more of the members you were going to see. There was diversity, but diversity within the minority. The USBC and PBA were mostly white and lacked diversity. Mr. Green felt that these organizations in particular, since they had the most exposure to more individuals within and outside the bowling community, they would need to recruit and maintain more diversity.

Mr. Green also shared the family aspect that each organization brought to his life. Family was the biggest benefit that Mr. Green talked about. He shared, “I believe a pro is, again, you bowl with people that become family and friends for life.” Regardless of the bowling organization, Mr. Green said that the people members bowl with really become their friends. He believed that this culture did shift depending on the bowler’s location. As you move to different cities or states, the bowlers in that area defined what the bowling culture would be for members and the organizations. However, what did not change was the love bowlers have for the sport no matter the organization they were a part of.

Summary of case 4: Mr. Green. Mr. Green provided insight into the sport of bowling and the bowling organizations he was affiliated with. His personal interests came from his family’s participation with the sport. After that, his passions came from learning the technical aspects of the game and the camaraderie among bowlers. Challenges he indicated in his pursuit of the game were financial, having the resources to stay competitive, and having the time to learn the technical skills. Benefits he indicated he

gained from his participation included working as a team, increasing his mental focus, and learning how to manage adversity and changes. Mr. Green was motivated to be a competitive bowler due to monetary gain, the family aspect of bringing people together, and helping grow the sport of the future. Mr. Green stated that the bowling organizations were 50 percent in meeting his needs as a member. He agreed that there was a culture amongst the bowling organizations and that a member's experience with this culture differed depending on the location and environment.

Case 5: Ms. Blue

Ms. Blue was an active member within the USBC, the UBA, the Federation, and the NCAA bowling organizations. She indicated she most identified with the UBA and NCAA bowling organizations. Ms. Blue became enthusiastic about the sport of bowling because it was a sport in which she could physically engage. She shared, "for starters, I have epilepsy. So bowling was the only sport that I could technically do without any complications or triggering my epilepsy." In addition to her father bowling and owning the snack bar, she was always at the bowling alley and fell in love with the game. Ms. Blue enjoyed the ability to compete against the guys on this level. It was these passions that led her to great experiences within the sport. Ms. Blue, as a youth bowler, had the opportunity to compete in the Junior Gold National Tournament. She shared,

I did so poorly. I didn't really want to listen to nobody, because I was so upset with how I was doing because of my expectations for myself. Just seeing how I reacted and how I finished kind of pushed me to basically just practice more and get my game to where I needed it to be.

Ms. Blue learned from this experience and improved her game. She explained that because of the sport, she learned that she can never give up on herself, learned to be more receptive to feedback, and do what it takes to get the results she was looking for. As a

coach within the NCAA organization, she learned to reproduce those lessons for her team.

Ms. Blue stated that coaching had been a huge barrier on her ability to pursue the sport individually. The time it took to train, teach, and travel with the team took a lot of time away from Ms. Blue pursuing her passions. She shared, “as much as I enjoy giving back to the girls and seeing them really blossom from their freshman year to their senior year, like for me, I just don’t have the energy and the strength to dedicate my time.” Ms. Blue was able to use the COVID-19 pandemic to give time back to herself and found the motivation she needed to push her passions forward. The sport of bowling gave her a sense of confidence. She learned to decrease her doubts and put all her efforts on the line to strive towards success. She explained, “I think what’s more important is that people fail to see that when you have a big goal that you want to obtain, you need to set up minor goals in order to achieve the big goals.” This was the mentality that she had instilled in her athletes.

Ms. Blue felt motivational influences differed among competitive bowlers depending on what their personal goals were. For Ms. Blue, bowling was about the experiences. From her experienced as a former athlete, it was easy to guide the younger generation of bowlers. Ms. Blue felt the sport of bowling was dying in certain areas, but being able to coach and give back to communities in this way was special to her. Ms. Blue explained bowling alleys seem more focused on open recreational bowlers rather than on competitive bowlers, which made it hard for high school teams to find the right locations and resources that provided them what they needed to train. Because money seemed to be the focus for many in the industry there was a shift away from the

guaranteed money within league and youth bowlers. In the past, Ms. Blue felt people within the industry were more dedicated to appreciating the sport versus ensuring they made money.

When it came to joining bowling organizations, different things motivated Ms. Blue. She was motivated to join her bowling organizations because of her friends. She shared, “I’m seeing that a lot of my friends were doing it and just the competitive nature and it was that which really caught my attention.” Being a part of these bowling organizations allowed Ms. Blue to compete on another level and with bowlers from all over the United States. She explained being able to travel, meet people, and then see them again at other tournaments was exciting. She really enjoyed that aspect of the sport and the opportunity that the bowling organizations provided through their events. In this instance, the bowling organizations met her needs. Ms. Blue explained, for her, a bowling organization did not meet her needs when “people lose sight of why these organizations were put together. That kind of kills her desire to compete or be around it.” For Ms. Blue, these organizations kept the sport alive. Bowling organizations provided bowlers a space for friends and families to compete together. The organizations did a wonderful job in helping bowlers build relationships and cohesiveness among each other. For Ms. Blue, it was all about bowlers finding the right group to experience those relationships with.

When it comes to the interactions that were had among bowling organizations, Ms. Blue shared she had met and become friends with a few individuals. Because of their love for the sport and their friendship, their interactions superseded organizational events. Outside of the bowling alley she has gone to weddings, births of children, vacations, trips, and she has built lifelong relationships because of the sport. She shared, “those

relationships are just very meaningful, you know, and the experiences that you've shared with these people." Ms. Blue stated that these relationships, while you are competing, can give you distinct types of motivations based on how others were doing within an event or tournament. It was this type of relationship building that Ms. Blue felt improved member experiences within bowling organizations. She explained it was hard for members within bowling organizations to enjoy themselves when there were other members who were starting drama, putting their business out in the open, and blaming the organizations for problems. This caused members to travel to other states in order to bowl and participate in organizational events, rather than attending their local organizational events. Ms. Blue believed the organizations need to do a better job of promoting the sport itself. She shared, "people don't really understand what it really takes to compete, and I don't think there's enough publicity for the sport that we are in, especially for female bowlers." She thought the organizations could better advance their publicity and target certain individuals.

In regard to the culture of a bowling organization and the impact on member experience, she shared, "I tend to go with an open mind and that every event that happens I tend to go with a group of people that I know." Going with a group that she knew brought the best out of her and made the experience much more enjoyable. Ms. Blue also shared traveling with a family created its own culture and made it easier to compete in these organizational environments. Depending on the organization and location, the culture was full of fun, full of competition, or full of money hungry individuals. The culture of the NCAA focused on a team atmosphere and was incredibly competitive. The

UBA shared a similar culture. What made the UBA culture different was the trash talking. Ms. Blue shared,

people in college, they're not used to the trash talking and things like that. So, when they join us [UBA] and the organization, they're a little taken back by what goes on. So, I just think that that's more on you. You have to know how to handle different situations or different groups of people.

Ultimately, Ms. Blue shared the culture of bowling was about competing and dealing with diverse people. Ms. Blue also noted she gained a

better idea of knowing who I am as an individual and the type of people that I want to associate myself within these organizations. Because you're going to deal with a bunch of people that are very opinionated and are very vocal and that kind of like does help you in the real world, so to speak, you can definitely relate your experiences with those from a job.

Ms. Blue concluded these benefits from the culture and sport of bowling helped individuals deal with real world situations like herself.

Ms. Blue shared other members in the bowling industry have used their platform to benefit the bowling community. For example, EJ Tackett, a professional bowler, used his platform to donate to and spread awareness about the Epilepsy Foundation. She shared it had been rare, so far, for professional bowlers to use their platform to get involved with other organizations and use their voice to speak out. Like other major sports athletes, it would be great for more bowlers to use their voice to bring awareness to various charities. Ms. Blue felt that it may help the non-bowling community respect the sport more.

Ms. Blue confirmed that the culture of bowling organizations differed across locations. She stated regions and states view things differently, and in turn conducted business differently. She shared, "New York might do something one way and Texas might do something another way because of the environment or the way bowlers were

brought up.” The culture of the environment determined how members interacted with each other and with their selected bowling organizations.

Summary of case 5: Ms. Blue. Ms. Blue offered her insight into the sport of bowling and the bowling organizations she was a member of. Her interests in the sport came from her health condition. Additionally, it was a sport she shared with her family. She stated coaching and time have been her biggest challenges in pursuing the game competitively. A benefit she gained from her participation was confidence in herself. Ms. Blue’s motivations to continue as a competitive bowler were experiences she shared and the ability to give back to younger generations within the sport. Her motivation to maintain membership with these bowling organizations included the competition, spending time with friends, and meeting new people. To a certain extent, she felt that the bowling organizations were meeting her needs as a bowler. Ms. Blue agreed that each bowling organization had their own culture. The culture impacted her experience depending on who she was around and depended on the location of the environment.

Case 6: Mr. Purple

Mr. Purple was a member of the USBC and PBA bowling organizations. He identified most with the USBC bowling organization. Mr. Purple’s passion for the sport came from the ability to challenge himself. He said,

there’s a lot of science that goes on behind showing up with a bowling ball and bowling. So, it’s really just kind of understanding what you’re seeing and adapting to those conditions, you know, on how you throw the ball, where you throw the ball.

And all of these aspects of the game motivate Mr. Purple. He liked the ability to learn, adapt, and improve his score in competition. He had various meaningful experiences as a

competitive bowler. During his time as a junior bowling, he competed with a lot of hometown friends with whom he had 25 years of experience with. He also enjoyed competing collegially. He enjoyed the team experience the sport provided. It provided an opportunity to “motivate others, even if you are not the one participating in that particular frame.” He now enjoys watching some of these collegiate teammates that are on the professional tour for the PBA. After college he competed as an amateur on the PBA regional tour. Mr. Purple stopped competing in super competitive bowling tournaments a few years ago. Now, he competes for the competition, meeting friends, and hanging out.

Mr. Purple identified some challenges in his ability to pursue the sport. He shared when he was younger the barrier was financial, “about the mid to late 2000s, the amount of prize money you could win professionally significantly dropped.” When he was younger it was around the 90s, so there was a lot of money to be won. He knew he was talented, but he was not good enough to be a top professional and go on to win multiple PBA titles as his top two teammates have done. To bowl on the PBA national level, the finances required were higher than what average bowlers may have had. Therefore, Mr. Purple chose to compete on the local level on weekends both in leagues and tournaments. He knew he was better competing against bowlers on the local level and more prepared. Mr. Purple explained he was a financial person. So, it did not make sense to compete on the national level and walk away in more of a deficit. If he could do something he enjoyed, that he was good at, and it did not cost him much to do, then it made sense for him to pursue.

Mr. Purple indicated he earned numerous benefits from participating in the sport of bowling. He learned how to control his temperament, handle diversity, never give up,

and understand that he would not always win. He explained “you never know when you just might pop off a big last game and make the cut line, and next thing you know you paid 60 bucks to enter the event and you have 100 bucks coming back.” He stated there were probably events that he thought about withdrawing from because he was having a difficult day but understood his benefit as a left-handed bowler pushed himself to never give. As a left-handed bowler he had the ability to shoot well and increase his scores, especially on a house shot. Ultimately, he learned how to manage the ups and downs and remain focused and poised from the start to the end of a competition.

As Mr. Purple recounted his motivation to participate in the sport, he explained that his motivations shifted depending on his goals at the time. Back in 2004, he was practicing and bowling more than three times a week. Although this took a lot of time away from his wife, he followed his passions to stay competitive in difficult tournaments. That passion digressed around 2016 when he became more focused on family and other activities outside of bowling. When his passions changed, his motivations and focus changed.

Mr. Purple shared he was forced to join the USBC because the USBC was a requirement in order to bowl sanctioned leagues and tournaments. Outside of the sanction requirement, Mr. Purple felt there was no value in USBC membership. The USBC provided various “advantages that people don’t really know about. I mean, obviously you have rules and regulations, but also certifications, you know, if you do get an honor score you get an award.” Sanctioned leagues with the USBC had the prize fund backed by the organization. He shared, “you just never know someone could walk away with the league prize fund. It’s happened, it happens, probably at least once or twice every single year.

You don't find out about it, but it happens." If a league was USBC certified, then USBC would cover the prize fund that was stolen and conduct the required investigation and legal process. Another benefit with USBC was discounted practice rates. The thing that frustrated Mr. Purple the most was the handicap system did not help scratch bowlers. Most of the bowling alleys and proprietors of these large companies were focused on open play bowlers to make their money versus focused on competitive bowlers, when most bowling centers were owned by bowlers. Therefore, the bowling conditions were easier and catered to the recreational and handicap bowlers versus the scratch bowlers.

Overall, Mr. Purple felt his bowling organizations met his needs. He loved to bowl and bowled various events such as team, doubles, or baker events. With the USBC, he attended the National Tournament for 15 consecutive years. This tournament served as a place of extreme competition as well as a vacation since it was in a different city every year. Mr. Purple used to pay for his Nationals trip through his bowling winnings from brackets within that tournament. He shared,

It's kind of the way the divisions worked at the tournament. You know, we were the regular division with anybody who average 185 on a house shot. I mean someone that averages 185 on a house shot that goes to bowl on a sport condition against the guy who averages 235 on a house shot and bowls on sport shots twice a week has the advantage. So, I would go and max out in the brackets and get just phenomenal returns.

His experiences differed when he was on a squad with a professional bowler. He had the same procedures when he bowled in the State and City Tournaments as well. However, the prize fund for these tournaments were severely less than the National Tournament. The organization also served his want to travel. The National Tournament had been in Vegas, Reno, Houston, and Syracuse. He enjoyed when the National Tournament was on

the east coast because it was closer to home and shared that travel expenses were increased when the tournament was on the west coast.

Mr. Purple explained the sport did look a little different as it related to the COVID-19 pandemic. He believed that “bowling has been dying among the local USBC board. I joined it about a year ago because I figured my competitive days are winding down. I’d like to find a way to give back.” He continued that the local membership numbers had continued to decline, about five percent every year for the last ten years. He explained that the pandemic had caused an obvious decline due to bowlers opting out of their membership for non-participation. The decline meant that ten percent or a couple hundred bowlers were not going to support local proprietors. Mr. Purple joined the local USBC board find ways to market bowling to the public community. So, he talked

to all the proprietors getting them to agree to some type of promotion, that the board can run to try and let people know that bowling is safe, you know, from cleaning the balls to cleaning the monitors, to cleaning the settee areas, you know as one family leaves and the other family shows up, you can easily social distance, unless you’re in a state like Michigan that has been shut down for three weeks.

He continued to research how other states were managing the bowling industry. He said that it took Michigan forever to open according to the reports from friends in that state. One of his friends who owned an alley had to petition in front of the governor to provide a case for safety protocols for bowling alleys to use during COVID. Therefore, the bowling industry was definitely suffering and changing due to the pandemic. Since the pandemic had started, Mr. Purple cited that close to 300 bowling alleys had closed permanently, which were mostly mom and pop family-owned businesses. As a board member, he was trying to find ways to promote the sport by letting the community know that it was a safe place to visit, similar to other businesses that were currently open.

When it came to interactions, Mr. Purple said “the USBC is kind of part of the good ol’ boys club.” On the national and state level people continued to do what they had always done, including favors for each other. He continued, “you got people that are in positions that would not normally be or should be in those positions because they like a little bit of power and authority and telling people what to do.” Mr. Purple explained he had seen it and tried not to associate with people who conducted themselves in that manner. His goal, along with speaking with proprietors, was to find ways to get back to bowling. Ultimately, he wanted to understand how the local board could be strategic in their efforts to increase participation in the sport. He was considering the marketing and tournament perspective regarding how events could be executed differently and safely for the general public and competitive bowlers. All of the information Mr. Purple gathered focused on recruiting youth bowlers. He continued that anyone could learn to bowl; it was fun, it was competitive, and there were plenty of coaches to help. Youth bowlers had leagues, they had equipment, and they had practice benefits they could take advantage of. It was all about the proprietors keeping them engaged. Additionally, female youth bowlers had the opportunity to bowl in college and receive scholarship money. It was harder for male youth bowlers because most pursued to compete as an adult or on the professional tour for monetary gain.

Regarding member experience, Mr. Purple felt that the USBC did not do as much marketing as they should. From a prominent level, Mr. Purple wondered what the USBC could do to help out bowling nationally. It seemed like the USBC was gaining millions of dollars in profit and he wondered if the organization was spending their money wisely on ways to give back to the community. He especially felt there was a lack of marketing on

the local level. For example, kids were able to bowl free during the summer through the USBC program. He did not feel that this was marketed properly knowing that most kids were out of school during the summer and bowling alleys were typically empty during those months.

Mr. Purple also felt that the environment of a bowling organization could change depending on location. He shared stories about his youth bowling days when he was bowling in the DMV area. This area was extremely competitive with many spectators watching the action. When he went to college the competition increased. He had teammates and leagues that were full of tough competition, including some individuals that ended up on the PBA National Tour. Overall, those two locations were highly competitive for him. He continued,

It was super competitive. I mean, you would have to come to league with hundreds of dollars between brackets and side pots and gambling. If I was not bowling collegially, I was bowling somewhere in Michigan, there were tons of entries. That was a high-end bowling culture. So, you had to dish it out. You has to take it. There was smack talking, much like the UBA. The UBA is very well known for that. Just full of competitive jostling and smack.

When he returned to the DMV area, the competition was still stiff. When Mr. Purple moved to Pennsylvania, he noticed the shift in culture. Bowlers in the area were competitive but they operated in a milder tone. Everyone was “cordial and nice and giving the pleasantries. But if I drove to Jersey or New York in two hours, it would be a completely different culture.” Mr. Purple concluded that it all came down to the competitiveness of the local bowlers, what they were used to, and to what they were accustomed.

Mr. Purple concluded that bowling was an amazing sport. He continued to work out because bowling required a bowler to be an athlete. To bowl eight or more games in

one day and come back and bowl another 12 games took an individual that was in good physical shape. He continued that it was a shame bowling was not in the Olympics. Since the upcoming Olympics were in Japan, Mr. Purple felt it would be an amazing opportunity for bowling to be included. The sport of bowling had half a billion people worldwide that participated in it, in around 150 different countries. For him that should have been the ultimate goal of all organizations to push for the sport to be a part of the Olympics, especially the USBC.

Summary of case 6: Mr. Purple. Mr. Purple provided insight into the sport of bowling and the bowling organizations he was affiliated with. His personal interests in the sport were the competition and the challenge. One setback he indicated in his pursuit of the game was the financial cost to compete. Benefits he gained from his participation included controlling his attitude, managing diversity, and never giving up. Mr. Purple, throughout his bowling career, had been motivated by the competition. He agreed that the bowling organizations he was a part of were meeting his needs as a member. He believed that there was a culture to each bowling organization and that this culture differed depending on location and environment.

Case 7: Ms. Pink

Ms. Pink was a member of the USBC, UBA, Federation, and Long Island Generations bowling organizations. She indicated she mostly identified with the USBC and UBA bowling organizations. Ms. Pink became interested in the sport for personal reasons. This was a sport that kept her moving and her body active. Additionally, she enjoyed the competition and comradery that came along with having team support. Ms. Pink was always striving to complete at her best and beat her personal high. Striving to

do her best was the most meaningful attribute as a competitive bowler. She shared, “it’s gratifying when I can get out and I feel that I’m performing my best or giving my best and have the camaraderie of people around me.” Additionally, she met many bowlers that had become friends through event.

The biggest challenge for Ms. Pink as she pursued the sport of bowling was the price. She explained that unless you were a bowler within a league, the price of bowling was expensive. She shared,

the price of bowling has gone up to like seven dollars a game. When I grew up, I know it’s a long time ago, we started out paying 10 cents and 25 cents a game. Now it is like seven dollars and it really limits how much you can go and practice.

Practice was important because it provided the time to hone on your skills. Another challenge was the inability to reach a perfect score, which was a 300 game. That was a challenge she had for herself every time she stepped on the lanes. On the other hand, Ms. Pink had a few benefits she received from the sport. For her, “pushing myself past the limit of my body, as I am not as young as I used to be,” was an accomplishment. There were days she had to mentally fight through the sport to bowl the best she could for that day. She realized, that if she could continue to push herself, she had the ability to reach a perfect score.

Ms. Pink credited her influences in pursuing bowling to her participation in various sports all her life. She enjoyed the competition and the ability to use her skills to be successful. Her drive to be better in the moment, just like any sport, and winning was what motivated her. Her influences also aided in her decision to join her selected bowling organizations. Ms. Pink shared joining USBC was not a motivation since it was a requirement to bowl in leagues and tournaments. The only motivation she received from

joining the USBC was their awards program. She shared, “as the years have gone by, they cut out most of the individual awards that you would have been able to strive for throughout the year.” Therefore, being a member of the USBC was more of a requirement to bowl rather than an option because of the organization and its benefits. Ms. Pink joined the UBA because it was a step up in competition. She was now competing against bowlers who were better than her, and it allowed her the opportunity to compete with them. The UBA had various divisions, handicap and scratch, so she had the ability to also compete against bowlers that were on her skill level. The Long Island Generations Bowling Tour provided the ability for Ms. Pink to bowl against seniors and others within her age bracket.

Ms. Pink explains that outside of the USBC, the other bowling associations were meeting her needs as a competitive bowler. Regarding the USBC bowling organization, she felt that they had taken a lot of benefits away from members. So much so, that she “doesn’t see the need to have to pay into an organization that is not given back to the people.” Overall, she no longer saw the need for the USBC bowling organization. The benefits that Ms. Pink referred to include the awards programs. She shared, “they used to have prizes for most pins over your average. Now if you don’t have a 300 or 800, they don’t really care.” Bowlers of her caliber were not receiving any type of benefit from the organization. The awards program was more geared toward the competitive bowler that can hit the highest goal in the game consistently.

Ms. Pink shared the COVID-19 pandemic impacted the way she interacted with the sport and bowling organizations. She made the personal decision not to renew her membership in each organization. She shared she has had active membership within the

USBC for the last 30 years. However, with the knowledge that she was not going to participate in any leagues or tournaments, there was no reason to pay her membership fees. Ms. Pink decided that she would take a year off from the sport and see where the world was after that. The pandemic had additionally impacted how each organization organized their events. Leagues and tournament had to make significant adjustments such as skipping lanes for competition or having bowlers bowl all games on one lane in order to comply with state and local health and social distancing regulations.

Ms. Pink felt that bowling organizations could do more for new and existing members. She felt that they could offer the opportunity to receive awards for smaller achievements within the sport such as the 600 series, 650 series and 700 series. Since Ms. Pink had never had a 300, the smaller awards would give her motivation for competing on her skill level. In terms of the USBC, he felt that it would be beneficial if the organization provided more local events. She had not been able to travel to any of the National tournaments, so it would have been nice to have local events for her to participate in. Ms. Pink felt that this idea would allow members to feel that they were a part of the bigger organization, especially since members typically only deal with the organization on the local level.

Interactions with members and the national organization was broad for her. She explained she really did not interact with the associations outside of paying her membership fees. She continued to explain that she had rarely met anyone with a leadership position as a member of the USBC. In terms of the UBA, she saw the leadership at each event whether they were working or bowling. It had made the UBA leadership more approachable because she knew who they were. Ms. Pink felt the same

way about the Federation leadership. She was able to see them at the event, so she could put a face to a name and become familiar with them. These leadership styles within the UBA and Federation bowling associations made her feel more connected to each organization.

When it came to organizational culture, Ms. Pink felt each organization had their own cultural environment. She shared, “Yes, I think they all each have their own different culture. Like I said, could be anywhere from league to tournaments and you will see people out competing and having fun.” Depending on the bowlers, events could be incredibly competitive, money oriented, or built with fun in mind. For Ms. Pink, the UBA was focused on being competitive, taking bowling seriously and having fun. It was these types of diverse cultures that had an impact on members’ experiences within an organization. She shared she could attend a UBA event and enjoy herself as a competitive bowler and as a spectator.

Ms. Pink underwent various experiences from being a part of various bowling cultures. Regarding the USBC, the culture provided her the ability to just participate in the sport. She was able to compete in local leagues with people that she knew. The UBA culture provided her the ability to step up her competitive edge within the sport. This culture had enhanced her game and helped make her a better bowler. The USBC leagues could be filled with elite bowlers who stack their teams and would not select her for the team because of her skill level. The UBA provided the opportunity to have a mixture of bowlers at various skill levels to compete, therefore, she was able to participate and prepare herself to always be ready when called upon.

Ms. Pink also saw a difference in cultures depending on the location of the association. Before moving to the state of Pennsylvania, she had been in the state of New York all her life. She noticed that the bowling cultures were seriously diverse. In New York, competition within the USBC and UBA was extremely serious; however, the competition of the same organizations in Pennsylvania was less serious. She shared,

it's just an atmosphere, like they are so far behind from where we are in New York and you in Maryland. Both locations have serious bowlers, but these people here are different. They bowl and there are some good bowlers out here, but they would never survive in New York or Maryland.

Ms. Pink felt that the Pennsylvania area she was in was not ready for the real competition she had experienced in other locations like New York.

Summary of case 7: Ms. Pink. Ms. Pink provided insight into the sport of bowling and the bowling organizations she was affiliated with. Her personal interests of being physically active and a part of a team atmosphere had influenced her decision to participate in the sport. Challenges she faced were the cost needed to compete and train, and the goal of achieving an honor score. She gained the ability to push herself to another level and increased her mental drive to succeed from competing in the sport. She was influenced to be a competitive bowler because of her participation throughout her life. She was motivated by the opportunity to do well and receive awards. Other than the USBC, all her bowling organizations were meeting her needs as a member. Ms. Pink agreed that there was a distinct culture for each bowling organization and that this culture impacted a members' experience. Overall, she felt that she had gained various characteristics from being a part of these cultures. Additionally, she felt that the organizational culture differed depending on the environment or location.

Case 8: Mr. Black

Mr. Black was a member of the USBC and TNBA bowling organizations. He indicated that he identified most with the TNBA bowling organization. Mr. Black became involved with the sport “as a little kid, my dad bowl and I was one of the little rug rats running around the bowling alley.” He continued that he grew up in the bowling center. He started bowling as a youth bowler at the age of 13. Since then, Mr. Black had been hooked onto the sport. He shared,

here I am, you know, 35 some years later and it is as if I’m still that 13-year-old kid that still cannot get enough of the game because I absolutely love everything about it. It has been a huge blessing for me.

Through the sport of bowling, he had met a lot of people from a lot of places and had built lasting relationships with many of them. To Mr. Black, the sport had been a blessing and become his passion.

Mr. Black had a variety of meaningful experiences as a competitive bowler and as a competitive coach. As a coach, he had the opportunity to witness his team win a CIAA Conference Championship. He was proud of the team to see their hard work, determination, and focus come full circle. As a competitive bowler, Mr. Black was proud of reaching a perfect game for the first time. He was able to do that in front of his dad during his first season in an adult league, which was special to him. The second experience meaningful to Mr. Black was achieving the high team series in the country with his doubles partner. Knowing that him and his partner were able to outscore thousands of teams across the country to achieve this award was amazing for him. The third experience that Mr. Black recollected on was winning a singles tournament in Virginia. He shared,

that's a tournament that's special to me as well because there's some of the best players in our area that play that tournament every year. And to have come away with the victory, knowing that I was not successful in the past, showed me how much I have learned and grown.

However, his personal accomplishments and experiences took a back seat to his collegiate team winning the championship.

The biggest challenge for Mr. Black when it came to pursuing the sport of bowling was staying out of his own way. He shared,

I'm my own worst critic, you know, I strive for perfection, even though I won't attain it. But that's what I strive for. And I hold myself to a standard that sometimes I've had to learn over the years, on how to deal with it.

When others saw him have an attitude while bowling, it was automatically assumed it was because Mr. Black was not scoring well. However, it really was about understanding himself and his expectations of giving himself an opportunity to do well. Over the years, he learned how to deal with displaying his emotions to keep his passion burning but appropriate. Overall, Mr. Black wanted to be the best; that was what personal drove him and was his biggest challenge. On the other hand, Mr. Black stated countless benefits he gained from his participation as well. The first benefit he received was the relationships he had gained and built through the sport. He shared, "it's some people that I have met through this sport that is literally like family." The second benefit Mr. Black noted was the ability to compete. It was the competition that pushed him. The third benefit was the bowling community. He said, "we have some characters, some people that we probably wish we hadn't met, but they don't even come close to the amount of people that you know you actually just thankful that you have built relationships with." For him, the relationships and community building were the biggest benefits.

Mr. Black was initially motivated by the opportunity to take score for his dad while he was bowling. He explained, “I don’t know what it is about the sport but when I joined, it was just hook, line, and sinker. I just eat, sleep, and drink this stuff.” He was additionally motivated by his love for the sport and the love of people interaction. He continued that he was in his element when these characteristics were in place. Mr. Black’s personal motivations were also seen in his motivations to join his selected bowling organizations. He explained that USBC membership was required as they were the governing body of bowling. However, his TNBA membership was self-selected after he joined his first adult league that was 100 percent ran by the TNBA. In order for him to have participated in this league, he had to be a member of the TNBA organization. As a result of this membership, he was, “surrounded by some people that were really involved in the organization that were part of the league as well.” From the relationships he built and the information he learned about the organization, he became the TNBA Local Senate President and held that leadership position for over ten years. The ability for TNBA leadership to teach him, let him grow, and let him learn, had influenced his motivation to remain a member within the organization.

As a member of the USBC and TNBA, Mr. Black agreed the organizations met his needs as a member. The USBC provided him with the rules and regulations that were needed to even the playing field for all bowlers. He continued that he had, “no issues with the TNBA. I just would love for us to understand that it is a business and that the way we do things is not the way we should do things today.” Mr. Black believed the TNBA could benefit from actively recruiting members to be in leadership positions based on their background and engagement. He said that “we have to go out and grab them. We have to

ask people to be involved, you know, seek out those that have those experiences or those passions or have what we need to move the organization forward.” TNBA was a Black organization, diverse and rich in history. Mr. Black shared, “you know we weren’t always allowed to be ABC and WIBC member, you know, which is what it used to be, which is now USBC.” Mr. Black wanted the organization to never be forgotten but also innovative enough to continue relevancy in the present and the future. He believed the organization could grow and promote the sport through these steps.

Mr. Black shared the COVID-19 pandemic had definitely hurt the bowling industry because people began to fear for their safety as it related to the disease. Therefore, bowling centers, bowlers, and pro shops were hurting for business and engagement. He shared the TNBA was also hurting, “because membership is down. USBC is hurting because membership is down because people are just not comfortable being in those environments.” Ultimately, until individuals and proprietors become comfortable, and restrictions decrease, the sport and bowling organizations would continue to hurt in these ways.

Mr. Black believed one way to improve member experience within these bowling organizations was to reach out to people and provide transparency. Mr. Black relayed that bowling organizations could do a better job at capturing people attention, letting them know who you are, informing what the organization was about, and the opportunities the organization had to offer. These interactions needed to happen on all fronts including in-person, social media, communication materials, and events. This marketing should be geared toward the bowling and non-bowling community. And then he said that bowling organizations needed to be transparent. He shared, “especially when it comes to these

tournaments and the money and everything. You can't leave me guessing." When organizations were transparent, they were able to improve member experiences by building trust and providing necessary information. When organizations were not transparent it created a culture of distrust among members and non-members. For Mr. Black, this started with having a transparent, open, and professional leadership within the organization. Additionally, these organizations could benefit from hosting forums, in-person and online. Many of the leaders on these boards were filled with individuals who were

older than I am and are no longer bowling like they used to. So, you're not in the bowling centers, you're not intermingling with the people who are bowling, you won't understand them. How can you represent someone you don't understand? Someone that you haven't talked to; someone you haven't sad down and have a conversation with.

Each organization needed to bridge the gap between the leaders and the local members in order to move the organization and the sport forward.

Mr. Black agreed that the culture of a bowling organization can impact a members' experience. Each organization, whether it was the USBC, TNBA, or UBA, had different atmospheres. Mr. Black felt the "TNBA has the opportunity to bridge that culture gap." They had a platform that could display and encourage old bowlers, young bowlers, new bowlers, and seasoned bowlers alike. Mr. Black felt that these distinct organizational cultures was what made these organizations unique in their own right. These differences could be used to start a conversation and learn from each other to build up each organization. Additionally, Mr. Black felt that the organizational culture shifted depending on location and environment.

Mr. Black had gained a few things from bowling organizational cultures. He shared, “The biggest thing I gained was understanding the different cultures and being able to learn how to deal with the different cultures.” His personal abilities to speak and connect with others was a gift he used within the organizations. Bowling and these organizations have

allowed me to talk and speak to people of all different races or different nationalities, all different ages, and handicaps. I also want to give a shout out to my parents because even though they always made me aware of my history, your history doesn’t define who you are and how you deal with people. You deal with people according to who they are and not what they look like or what they have.

Growing up with these ideals and the opportunity to connect with people allowed him to represent himself and the organization in a positive manner.

Summary of case 8: Mr. Black. Mr. Black provided insight into the sport of bowling and the bowling organizations he was affiliated with. His personal interests in pursuing bowling came from his family, the competition, the relationships built, and for the love of the sport. Challenges he indicated were getting out his own way, building the mental fortitude to compete, and focusing his passion into achievable steps. Benefits he gained from his participation include gaining new relationships and a community. Mr. Black’s motivation came from his family’s participation in the sport, the love of the sport, the love of meeting and being around people, and the competitiveness to always do better than yesterday. He agreed there were distinct cultures for each bowling organization and that each culture impacts a member’s experience. Additionally, the culture of an organization changed based on the location and environment.

Case 9: Ms. White

Ms. White was a member of the USBC, TNBA, and UBA bowling organizations. She indicated she identified most with the TNBA bowling organization. Ms. White got started in the sport of bowling by her family. Her father, mother, brothers, and sister participated in the sport. Ms. White shared her most meaningful experiences as a competitive bowler included successfully defending her local bowling title 11 days after giving birth to her children. She felt such an accomplishment over this achievement.

Ms. White indicated she gained various characteristics from the sport. She had gained confidence “as a human being in the sport and confidence in life.” She had gained the opportunity to “travel this entire country with a few states missing from attending the National tournaments.” Additionally, she gained the opportunity to meet people from all over the world; people that she probably would had never met without engaging in the sport. Ms. White wanted to feed her competitive hunger. Bowling pushed her to always do her best and be present every time she was on the lanes. She continued that each experience in the sport was different and she used this as a learning tool to be a better athlete and person.

Ms. White got involved in her selective bowling organizations because people asked her to join. Joining these organizations provided her with the ability to travel. She shared, “I was taking the train or the bus to get to my destinations. I would consider them adventures.” She continued, the organizations had increased her love of the game and her competitive edge. Challenges she indicated with the organizations revolved around the history of the USBC bowling organization. Ms. White shared the USBC had not always been for people of color. Therefore, a lot of their programs seemed to cater and nurture

the professional bowler over the amateur bowler. And Ms. White strongly felt that the professionals would not of had a career without the participation of amateur bowlers.

Ms. White suggested that bowling organizations could improve member experiences. She felt “they have to be more inclusive of all people and not just the ones that they like, like the professionals or the collegiate bowlers, and uphold all people that make their organization.” This statement was her direct experiences with USBC.

Regarding the TNBA bowling organization, Ms. White shared “it originated for the Black individual, since we were not allowed, back in the days when my father was bowling, to be a member of ABC or WIBC. TNBA accepted us.” She enjoyed that the TNBA was inclusive for all bowlers regardless of skill level or status. Ms. White shared her experiences within the UBA were impacted by other members and left a lot to be desired for herself. Although the culture was full of fun and trash-talking, she felt the trash-talking could be more respectful. Additionally, she felt that the organization could be more transparent regarding event finances. Ms. White suggested that each organization should take the time to listen to their members, consider their ideas, and overall make them feel more valuable. This would benefit the members along with the organization.

The ways Ms. White interacted with members and the bowling organizations had changed since the COVID-19 pandemic. She chose not to participate in the sport this year to keep herself safe from the disease. Before the regulations and restrictions, she interacted with members of the organizations at events and on social media. Ms. White had held local leadership positions in the USBC over the last 25 years. She had struggled to get on the leadership boards within the TNBA and the UBA. Ms. White felt the organizations needed new blood and innovative ideas in order to grow the organizations.

She understood that she was no longer young, but she wanted to contribute ideas to the younger generation. She shared, “I just feel the organizations should have more diverse voices at the table. I am not saying all thoughts have to be carried through. But there has got to be more diversity in these organizations.” Ms. White was not discouraged and continued to express her opinions and voice in hopes that her suggestions were observed.

Ms. White agreed that each bowling organization had a distinct culture. Ms. White saw the USBC as the elite bowlers that were seen on TV, had sponsors to compete, and were able to travel across the country and world. The TNBA and UBA are very cliquish. If a person was not a part of the clique, then a bowler may not get recognized. For Ms. White, “yes the cultures are different. USBC is basically White, and the TNBA and the UBA are basically Black with a lot of diversity such as White, Asian, Korean, and Chinese.” Ms. White continued that bowling was a sport that was opened to all. It really was the relationships built among bowlers and proprietors that intrigued her. Regardless of one’s background, there was a niche or piece of the organization for an individual.

Ms. White had learned life lessons through the sport. She shared she would always tell her children that bowling was what life was as it related to learning how to respect people and have a good relationship with people. When it came to team events one would adapt and become a team player. All these scenarios helped an individual assess their personal abilities, strive for excellence, develop respect, develop confidence, and develop decency.

Ms. White agreed that the culture of an organization differed pending on the location and environment. She had traveled to many places like Tucson, California, and

North Dakota. She continued that she “loved those places. The people treated us like we were one of their own. But there are places we go and there’s racism in the environment and in the bowling alley.” Ms. White felt that it caused an unpleasant experience when an organization had an event in a state where the “outsiders” were met with security guards at the alley doors. Bowlers dealt with the situation, but those types of experiences impacted their outlook on the sport, on the proprietors, on the location, and on the organization itself.

Overall, Ms. White felt blessed to be able to participate in a sport like bowling. She had traveled alone, with friends, and with her family. These excursions had created many memories and experiences. Additionally, she had

seven 300 games and an 837 series. So, I’m up there. I hold country records. I’ve won tournaments. I have lost. But to me bowling owes me nothing. I’ve been blessed with meet a lot of real nice people that I am still in contact o this day 40 years later.

Ms. White saw herself continuing to participate in the sport until she physically could not anymore.

Summary of case 9: Ms. White. Ms. White provided insight into the sport of bowling and the bowling organizations she was affiliated with. Her personal passions within the sport came from her family’s participation and the opportunities to compete and travel. Challenges she indicated in pursuing the sport was the lack of sponsorship, notoriety, and resources. Benefits Ms. White gained from her participation included the ability to travel, to pass down life lessons to her children, and compete on high levels. And these were the items that motivated her to continue within the sport. Ms. White agreed there was a distinct culture for each bowling organization and this culture

impacted member's experience. Additionally, the location and environment of the organization impacted the culture experienced by members.

Case 10: Mr. Gray

Mr. Gray was an active member of the USBC and TNBA bowling organizations. He explained that the USBC used to be the ABC and WIBC before it was renamed to the USBC. Additionally, though he was not a member of the PBA, he participated in many of the PBA Regional tournaments. Regarding his interest in the sport, Mr. Gray said it started with his parents. He stated, "well, my mother and father were avid bowlers. So, from an early age, I had the bug, and I was consumed with the sport." He went on to explain that it was from those early ages that his father taught him aspects of the sport. Mr. Gray learned how to keep score at the age of four before bowling alleys had automatic scoring machines. His dad allowed him to come to his league nights when it did not interfere with school and allowed him to take score for his team while they bowled. Additionally, the family would sit around on a Saturday afternoon and watch the Friday night bowling show with the old Budweiser teams as a family. That was where his passion came from. As an adult bowler, Mr. Gray was fortunate enough to be one of the top competitors in his area during the early 90s. He even had the opportunity to compete in the Barcelona Olympics with Team USA. During the time they used to choose amateurs instead of professionals to be a part of the team. He continued to explain "I didn't bowl well enough. I didn't have the right equipment." However, it was those experiences that pushed him to be one of the top bowlers in his area.

Mr. Gray recounted his most meaningful experience within the sport. He said, "my most meaningful experience was being elected to the local chapter Hall of Game."

To be inducted into the Hall of Fame for your local chapter of USBC, you had to have participated in the local chapter for a number of years and placed consistently well in local organizational tournaments. Mr. Gray included that his nomination to the Hall of Fame would not had been completed without winning the Master's tournament that encompassed the western region. This win increased his rankings and solidified the application of his election to the Hall of Fame.

When it came to barriers or challenges involved in pursuing bowling, Mr. Gray did not believe there were any. He stated that,

I don't think there is a barrier to pursue the sport. It is your own internal motivation. You know, the centers are open. So, nothing precludes you from walking through the front door and getting some shoes, finding a ball, and going down to the lanes. So, I don't think there are any obstacles.

If individuals wanted to pursue the sport, then these needed to use their resources to do just that. It was those personal motivations that turn into experiences that Mr. Gray benefitted from. Mr. Gray had gained the ability to meet and form friendships with bowlers from all around the world since he had bowled overseas as well. He mentioned how nice it was to meet people and then meet them again at other tournaments. He told a story of how he bowled with a professional bowler's father. So, when he went to a tournament in Oklahoma, he met up with his friend and they were able to rekindle and catch up on their friendship. Ultimately, he explained that "there are a lot of interpersonal relationships that you can get from bowling." Mr. Gray believed that the world would always reveal how big and small it was. Experiences like this was what motivated Mr. Gray to continue to be a competitive bowler. Mr. Gray was always striving for perfection within the sport. He shared "I strive to be the best I can. If that happens to be a 300 or

happens to be an 800 so, be it. But I always strive to be the best that night.” Striving to the best was the greatest influence an athlete and bowler could strive towards.

Mr. Gray recounted his experience with the USBC. He shared he maintained his membership for “the camaraderie I have with my fellow teammates. Because if I don’t keep up my certification, I can’t bowl with them.” He stated without his teammates and the desire to bowl with them, he would not continue his membership. He would just be an avid open bowler. Mr. Gray thought the USBC may not have met his needs as a member. He felt that all members were paying more in certification dues but receiving less in return. Over the years Mr. Gray shared “I am quite bitter at USBC over the fact that a lot of new bowlers would love to get more than just one award in their lifetime.” This rule referred to the USBC rule that had limited the number of awards for members to once in their lifetime versus an award each time they earn one through actions like shooting honor scores. For those open and non-competitive bowlers, awards were what kept them motivated. Mr. Gray concluded the decrease in awards had a direct connection with the decrease in membership.

Mr. Gray explained the COVID-19 pandemic had impacted the sport in numerous ways. He shared since bowling alleys, “are not allowed to have, you know, X number of people over X number of people in a gathering, this is keeping your leagues small.” Additionally, junior bowlers were probably not participating in junior bowling leagues if parents were afraid of their children or themselves getting infected. Therefore, Mr. Gray believed it would be hard for the industry to recruit new bowlers for a few years until the pandemic concerns subsided within the community. Mr. Gray believed the USBC needed

to produce innovative ideas and grab the younger bowlers to improve the organization.

He shared these organizations,

have to come up with, with new ideas to try and grab people and new bowlers in. I know that our association is trying to do that. I specifically don't remember which programs, but they were going into schools and making pitches around various high school bowling associations in the community.

He shared he held a leadership position on the local board association. Since stepping away from the board, he was unsure of the programs details that were currently active. Nevertheless, the current President of the local association came to pick Mr. Gray's brain often. He shared, "some of the directors come and pick my brain, but I do not actively seek them out. When they see me or if they have an idea, they will ask my opinions about their ideas." When he was asked to go to the National Convention, he went and came back with ideas to share with the local association. As Mr. Gray shared, "there are too many old people at the National Convention. They need more young blood going to the National Convention in order to gain newer ideas." And that was what Mr. Gray suggested to the local association in order to bring in new members and enhance their system. Other than that, Mr. Gray wished for leadership within USBC to decrease their pompous and arrogant practices.

Mr. Gray believed that the culture of a bowling organization impacted the experiences of competitive bowlers within these associations. He stated that bowlers, within themselves, could be cliquish where the "not so good bowlers hang out together. The medium bowlers hang out together. And the lower echelon bowlers cannot go speak to the upper echelon bowlers without getting some sideways looks." He experienced bowlers differently in the past. He explained before bowlers could walk into a center and there would be action bowling in progress. Today, this culture had died out. Now, it

seemed bowling became just a culture of tournaments. At least in his area, bowlers would travel to neighboring states to attend big tournaments. And this was the culture he used to participate in. As Mr. Gray had gotten older, he had removed himself from the tournament grind. Overall, he explained all the diverse cultures aided to the sport of bowling. For this culture to continue to develop he felt that organizations, like the USBC, needed to give members more for their money. Additionally, he felt that leadership must “come off the mountain and take to people in order to understand their ideas. They also need to treat everyone like individuals, like peers, instead of subordinates.” Once the leadership could do this, then the experiences of members, especially new bowlers, would improve. Ultimately, changing this attitude would change the perception of those coming in and would bring members together versus segregating them.

Summary of case 10: Mr. Gray. Mr. Gray provided insight into the sport of bowling and the bowling organizations he was affiliated with. His passion for the sport was born out of his family’s participation. Mr. Gray did not indicate any barriers in pursuing the sport; he believed it was based on an individual’s internal motivation and what they would do to succeed. Benefits he indicated he gained from his participation included meeting new people, developing meaningful friendships, and traveling the world. Mr. Gray was motivated by camaraderie among team members, striving to be the best and achieving success. Over the years, Mr. Gray felt that the bowling organizations were not meeting his needs as a member. He agreed that each bowling organization had their own culture. Additionally, he agreed that a member’s experience was impacted by the culture of an organization and its location.

Case 11: Ms. Turquoise

Ms. Turquoise was an active member of the USBC, TNBA, and UBA bowling organizations. She indicated she most identified with the UBA. Ms. Turquoise became interested in the sport of bowling because it was something, she had done all her life. She explained that her entire family bowled, and she had been engaged with the sport since an early age. Ms. Turquoise elaborated,

was always looking for ways to learn more about the game to be able to perform at the highest level. I am seeking knowledge when it comes to reading the lanes in order to foresee what adjustments I need to make before my competition is able to notice the adjustments needed.

Ms. Turquoise explained her passion for the sport was really about the ability of getting better at something and proving to herself and others that she could achieve success. Her passion was fulfilled when she won her first singles tournament in 2015. Ms. Turquoise bowled in a singles tournament that was in a March Madness format. She had to win in each bracket and then the championship round to come out with the win. The ability to dig deep, grind out each game, and make good shots was why she believed she was victorious in this event.

Ms. Turquoise shared there were a variety of challenges and barriers in her ability to pursue the sport of bowling. She explained that these barriers were based on the individual, their interest, and their goals within the sport. Like other participants, major barriers for Ms. Turquoise were the financial commitment and balancing her work responsibilities. She shared “financial and work responsibilities have limited my ability to compete as much as I would like, prior injuries, and lack of knowledge.” Ms. Turquoise explained that just participating in the sport would not provide a competitive bowler with the tools needed to be successful. While she had been bowling since she was young, she

had not had the opportunity to gain experience on the operational side of the game that was needed to be a successful competitive bowler. Nevertheless, she had gained many benefits from the sport. Ms. Turquoise said,

I had a better understanding of the equipment in terms of when to use it. I gained the ability to compete on different lane conditions through traveling. I also learned the knowledge needed to understand how everything you do can affect the outcome of your performance. Items such as knowing what to eat, how to train, how to heal injuries, and how to properly care for your equipment all matters. And if done incorrectly can cause major issues.

These benefits were what motivated Ms. Turquoise to continue her journey in the sport. It was all about knowing how to treat herself and then using her body as a tool towards success.

Ms. Turquoise was motivated by money, recognition, and incentives for being on a bowling staff company. Being a contracted member of a bowling staff company afforded competitive bowlers the opportunity to receive bowling equipment, accessories, and apparel at a deeply discounted rate or free. Being a part of various bowling organizations allowed Ms. Turquoise the ability to meet new people, bowl against and with new bowlers, and participate in trash talking. As she stated, “trash talking—does something to the ego!!!” For the most part, her bowling organizations were meeting her needs as a competitive bowler. Additionally, her motivations to join these organizations had not changed since becoming a member. Her biggest obstacle was not having the time to compete as much as she would like due to work; and the financial commitment it took to participate frequently. When Ms. Turquoise was able to participate, events within her bowling organizations brought her a sense of self-satisfaction, personal growth, and self-confidence. Organizational participation provided her with comradery among teammates, additional knowledge from teachers of the game, and recognition among peers for her

talents and skills within the sport. Ms. Turquoise explained that depending on a competitive bowler's own needs, there were times when a bowling organization may not meet the needs of that member; however, the organizations did an excellent job at meeting her needs.

Ms. Turquoise interacted with her selected bowling organizations in many ways. Regarding the organization itself, she kept up with all the websites, social media pages, and email communications that were shared with members. This allowed her to stay up to date on upcoming events and tournaments that were being held. Additionally, it allowed Ms. Turquoise to communicate with other members. Outside of the organization's structures, she stayed in contact with some members that she associated with. These interactions happened via social media, telephone, or in-person. Ms. Turquoise discussed the difficulties of keeping up those interactions when there were not a lot of local events in her area. She wished that each organization could improve on creating more local events so that she could increase her participation without additionally having to plan for travel expenses. However, she understood the difficulty for the organization if there were not enough bowlers to create a successful event.

Ms. Turquoise acknowledged that the culture of a bowling organization had an impact on competitive bowlers' experiences within the association. She stated, "a negative experience can cause a member to no longer want to participate and in turn "bad mouth" the organization." Ms. Turquoise strongly believed that bowling organizations must pay attention to the culture that was being developed, as it could impact current and future members from joining and maintaining membership. Regarding the UBA, Ms. Turquoise described the culture to be "rowdy, disrespectful, competitive, and exciting all

at the same time – as it is the culture of the organization.” For her, it was the type of culture that bred the competition that was needed to be a great bowler. It was from this culture that Ms. Turquoise learned “to be able to compete on such a level that requires me to have a mental toughness and tenacity that is needed to achieve.” Ms. Turquoise truly credited the organization and its culture for her increased fortitude, self-confidence, and competitive edge. Although she felt that the UBA was not for everyone, as it took a mentally tough person to participate, it was the culture that motivated her as a competitive bowler. Ms. Turquoise shared this culture differed depending on the location. She felt that the culture of a bowling organization was defined by the personalities of the competitive bowlers in that area. Overall, Ms. Turquoise enjoyed her experiences as a competitive bowler. She shared “I have been able to meet a ton of new people, learn unique styles of bowling, and share experiences with other competitive bowlers.” Without these experiences Ms. Turquoise would not be the bowler she was today; one that was continuously growing, learning, and achieving while having fun.

Summary of case 11: Ms. Turquoise. Ms. Turquoise provided insight into the sport of bowling and the bowling organizations she was affiliated with. Her passion for the sport came from the ability to perform at a high level and the competition. Challenges in her pursuit of the sport were finances, time, and balancing work commitments. Benefits she gained from her participation included learning about her equipment, learning to compete on various oil patterns, and understanding her body to compete at an athletic level. Ms. Turquoise was influenced by money, recognition, and incentives. For the most part, the bowling organizations were meeting her needs as a member. Ms. Turquoise agreed that each bowling organization had its own distinct culture; the culture

of a bowling organization impacted a member's experience; and the culture of an organization differed depending on location and environment.

Summary of Participants

Participants indicated various passions for the sport of bowling. Individual passions included increased self-confidence, the ability to perform at an elevated level within competition, family participation, the opportunity to travel, the opportunity to meet new people, and a built social network. Other participants were enthusiastic about the sport because it provided exercise and opportunity for learning. Ultimately, participants loved the sport of bowling and that drove their interest to pursue the sport. Participants indicated several barriers they experienced while pursuing the sport of bowling. These challenges included cost of practice, cost of equipment, competitive ability levels, and the time to compete. All participants had full time jobs, so they had to balance their work life and personal responsibilities against their availability to compete. Participants noted several benefits from their participation in the sport. Participants enjoyed the opportunity to travel, to meet new people, to compete competitively, to encounter new experiences, to manage adversity, and to increase self-confidence from their participation in bowling.

In regard to bowling organizations, participants were motivated to maintain their membership for several reasons. Bowling organizational membership provided participants with the ability to compete. Many of the organizational events required competitive bowlers to be members within the association. Participants were also able to spend time with friends, meet new people, learn teamwork skills, and pass down life lessons through their membership. Participants indicated that bowling organizations were

mostly meeting their needs as a member and competitive bowler. Participants individual motivations and passions influenced their decision on if the organization met their needs. Additionally, participants indicated that each bowling organization had a sense of culture and that culture, mostly, influenced their experiences within the organization. Participants also noted that the culture of an organization differed across location regarding the members and the environment.

Cross-Case Analysis

Each of the 11 participants completed the qualitative questionnaire and then responded to interview questions. The case findings were examined through a cross-case analysis highlighting the motivation, culture, and organizational experiences for each participant. A summary of emerging themes identified across the cases follow in this section.

Competitive Experience

All participants cited competition as a passion, motivation, and influence to pursue the sport of bowling. Participants noted they were eager to participate in the sport because of the ability to compete competitively. The competition provided several benefits for participants. Competing provided participants with the opportunity to increase their knowledge about the sport. Competitive bowlers used this knowledge to increase their skills and performance. Participants enjoyed the challenge and understanding the sport brought to them. They used the skills they learned in competition to be able to increase their ability to execute. These same skills they also used in their regular lives.

Travel and Networking

All participants cited that participating in the sport of bowling provided the opportunity to travel and meet new people. Travel was a passion and motivator for participants. Travel for participants was within their local area, within their state, and within the nation. The sport of bowling allowed participants to experience various locations they have not visited before. In those travel experiences, participants noted meeting new people and spending time with friends and family. Traveling for the sport allowed participants to develop a social network of competitors, friends, and family to experience competing with. That opportunity to build bonds and a network influenced participants experiences within the sport and bowling organizations.

Resources

Participants indicated that membership with bowling associations provided various resources as a member and a competitive bowler. In order to participate in organizational events, membership is required. Therefore, participants benefitted from membership as it opened the availability of numerous leagues and tournaments. Participants noted that organizations provided members with discounts to practice, travel packages for national tournaments, and a rewards program for honor scores. Participants also noted that organizations could do a better job at marketing and upgrading benefits available to members.

Summary

Overall, participants were able to provide a variety of feedback regarding their competitive bowling experience, their motivations, and their sense of culture within bowling organizations. Among the responses there were three themes that reoccurred

across participants: competitive experience, travel and networking, and resources. Participants were able to develop their competitive edge from their participation in the sport and within bowling organizations. Participants increased their ability to travel and meet new people because of their participation. And participants were able to gain resources through their organizational membership that influenced their experiences.

Cross Organizational Analysis

The following section will examine the case study findings through a cross-organizational analysis between the three bowling organizations. Based on the 37 qualitative questionnaires and 11 interviews that were conducted with each participant, I conducted a summary of the data collected. The findings were summarized based on each bowling organization, highlighting experiences, motivation, culture, and organizational improvements. I discussed the themes that emerged through the cross-organizational analysis.

Organizational One Findings: USBC (The United States Bowling Congress)

The results from the qualitative questionnaires and interviews showed that all participants were, at minimum, a member of the USBC bowling organization. Majority of responses indicated that members joined because it was a requirement to bowl any leagues or tournaments across the nation. With the structure, rules, and regulations provided by the USBC, a member must be sanctioned with the organization to receive a variety of organizational benefits. These benefits range from competing in selective events, awards, bonding of league funds, practice discounts, free youth bowling during the summer, and travel packages for national tournaments. For the participants that felt that membership in the USBC was forced, they did not feel their needs as a member and

as a bowler were being met. These participants felt that the USBC bowling organization was lacking in member benefits especially as the number of items like awards and discounts has decreased over the years while membership fees have increased. In the past, the abundance of these benefits was a motivating factor for competitive bowlers to eagerly maintain membership within the organization.

There was also a group of participants who felt that the USBC bowling organization was meeting their needs as a member and competitive bowler. These participants are motivated by the ability to compete. Being a member ensured that competitive bowlers had events they can compete in throughout the season. Members have the opportunity to challenge themselves and learn the game on challenge and sport patterns. Participants also stated that they gained the opportunity to meet new people and build a community based on their participation. The USBC provides various national, regional, state, and city events that members can participate all around the world.

The culture of the USBC to participants was based on their personal motivations and influences. Participants who were influenced to pursue the sport because of familial participation, felt that the organization provided a family atmosphere. Additionally, participants described the culture as being one that is educational, uplifting, and elite. The USBC has various categories based on a bowler's skills, so any bowler can compete on these various levels while enjoying the sport. Participants also indicated that the culture has a professional and calm demeanor. Bowlers are not overly cheering and trash-talking like the other bowling organizations in this multiple case study. Participants also indicated that the culture of the USBC national organization is relatively the same

regardless of location. What does change, is the culture the bowlers of the local organization create that impacts member experiences.

Participants had ideas on how to improve the USBC. For participants who felt they were losing benefits, they felt that the organization could provide more benefits for membership fees or decrease the fees entirely. These participants felt that USBC owed more to members and to the bowling community. Additionally, participants felt that the organization needs to hear all voices from its members, whether the feedback is solicited or not. Members want to be a part of an organization where they can provide feedback, have a conversation, and see change for the better of members and the organization as a whole. If the USBC wants to continue to grow, they need to be more communicative, transparent, and innovative. Lastly, some participants felt that the USBC can improve by providing more local events. The national tournaments are great, but members do not always have the finances or time to travel. Providing more local and state tournaments would provide members to increase the frequency they are able to compete since the event would be closer to home.

Organizational Two Findings: TNBA (The National Bowling Association)

The results from the qualitative questionnaire showed that 57% of participants and 64% of participants from the interviews were active members of the TNBA. Participants indicated that they joined the association because it was required for members to bowl association events. Additionally, participants indicating that the organization is meeting their needs as a member because the organization provides support, a rich history, competition, and opportunities for friendship and community. The pillars of the TNBA are sportsmanship, fellowship, and friendship, and those are major

benefits for members and competitive bowlers. Respondents that indicated the organization was not meeting their needs as a member was due to communication and activity of the association in local areas.

Participants indicated their motivations to join the TNBA because of minorities history with the sport of bowling. They explained that before the USBC was the governing body association, it was made up of the ABC and WIBC. These organization did not allow minority bowlers to be members of their association. Therefore, the TNBA was formed to provide minority bowlers a place where they could compete regionally and nationally in the sport of bowling. Additionally, participants enjoyed the various categories that the TNBA has created for bowlers of various skill levels. Regardless of a bowler's skill level, they could compete and succeed within the TNBA. The TNBA also provides an awards program that provides members awards for a variety of activities. Members are motivated by this benefit since it is a benefit that is lacking within the USBC.

The culture of the TNBA mirrors their three pillars. Participants shared the TNBA felt like a family. Members are able to be themselves and experience this familial environment regardless of what location the event was taking place. The bowling environment was not as boisterous as the UBA, but was full of laughter, and fun, and competitiveness. Participants shared their excitement to attend events in order to bowl with friends and affiliate with people they do not often see. Building relationships and a community is a major characteristic within the TNBA culture.

Participants felt that the TNBA could improve members' experiences and grow the organization if they focused on communication, developing leaders, and marketing

the organization more. Currently, the TNBA feels like a word-of-mouth organization; if there are bowlers in the community that are members, then one would have heard about the organization. However, if there are no organizational members in your community, you may not have heard about the association. Participants stated that the organization has to improve their marketing of the organization so that the community understands who the organization is, what the organization does, and the benefits of being a member. Participants also felt that the organization needs to intentional recruit leaders. Many bowlers within the community have diverse professional backgrounds. The organization could utilize members skills in order to advance their organizational objectives and growth. Lastly, participants felt that the organization needed to communicate better and be transparent. Providing members with information on how the local and national organizations are being ran, proving opportunities for members to provide feedback, and making information easily accessible in this technological age will improve member's experiences and increase member engagement.

Organizational Three Findings: UBA (The Underground Bowling Association)

The results from the qualitative questionnaire and the interviews showed that 51% and 64% of participants, respectively, were members of the UBA. Participants who were members indicated that their needs were being met by the association. The organization is open to bowlers of all skill levels, amateur and professional, to participate in various team and individual bowling events. Participants joined the UBA to travel, to make money, to compete, and to build camaraderie among team members. Teams become participants family and pushes everyone to improve their skills.

Participants indicated countless benefits from being a member of the UBA. For some participants, the competitive culture is what motivates them as a competitive bowler. It pushes members to step up their competitive nature to compete with anyone. The organization also allows for members to feel connected; this connectivity is especially influenced by the members that are within a participant's environment. The organization provides various tournaments that are local and require travel, therefore the environment for members is constantly shifting. Overall, members enjoy the ability to compete, the ability to socialize, and the ability to represent their franchise teams and the organization through jerseys and other paraphernalia.

The culture of the UBA was described by participants as rowdy, boisterous, fun, competitive, exciting, and full of trash talking. For participants, this culture provided two experiences. The first experience was a culture that bred competition among members to create better bowlers. For participants this meant increasing their fortitude, self-confidence, and competitive edge. Participants indicated that they joined this culture and association to compete at an elevated level, to win money, and to build team camaraderie. The second experience was a culture that could be taken as disrespectful, with the amount of trash-talking that exists. Some participants felt that without experiencing the culture and organization before joining, it could be a lot to take in as many things are happening while a bowler is trying to compete. Ultimately, this culture has shown participants that they have to be ready for anything, be able to manage any situation or manage any type of person while being a member or spectator of this organization. If you are not used to the culture, the experience can become challenging and uncomfortable.

Participants provided suggestions on how the UBA could improve their member experiences. Participants shared the organization could be more transparent about the finances for events. Additionally, members appreciate that they can interact and speak to the leadership at various events. However, they want an increased opportunity or efficient manner in which to provide feedback on how to better the experiences for members and organization. Participants also would like to see increased exposure for the organization. The organization is relatively local on the east coast. The organization is known among the amateur and professional communities of the bowling industry. However, participants feel that the organization still has growing to do. This growth can only happen through exposure and marketing, and could benefit the organization by increasing membership, increasing engagement, and increasing sponsorship.

Summary of Cross-Organizational Analysis

Overall, participants noted a variety of experience related to their membership within bowling organizations. Participants were members of USBC, TNBA, UBA, and a few other bowling organizations. Participants received numerous benefits from their membership. Typically, their personal motivations and organizational culture influenced their experiences within the organization. Participants felt that bowling organizations can do a better job at marketing, increasing exposure, and increasing membership benefits and resources to maintain members within the organizations. Membership within organizations provided participants the opportunity to connect with new people, maintain existing relationships, and travel to various locations to compete. Participants also indicated that the location, type of members, and sense of culture within the bowling organization influenced members experiences.

Discussion

In this multiple case study, I sought to gain a better understanding of the experiences of competitive bowlers within bowling associations. I examined these experiences through motivational and organizational culture lenses to determine if motivation and culture have a positive or negative impact on their experiences and engagement within their selected organizations. The study included 37 and 11 respondents that participated in qualitative questionnaires and interviews, respectively, in a technology environment who were active competitive bowlers within bowling organizations. The participants had varying levels of competitive bowling experience and years of member participation within bowling organizations.

The remaining sections of Chapter Four interpret the data gathered from the qualitative questionnaires and interviews. The following sections will share the study's significant findings as they relate to the primary and sub research questions, as well as the emerging themes from the cross case and cross organizational analysis. Chapter Four concludes with the significant findings, connections to the literature review, connections to the framework analysis, implications of the study, and recommendations for future research.

Interpretation of the Data

This multiple case study detailed the experiences of competitive bowlers within bowling organizations. Between the qualitative questionnaires and interviews, participants provided a variety of answers to the study research questions. Since the questionnaires were open-ended and interviews were semi-structured, responses were driven by the direction of ideas and conversations. The primary question of this study

was what are the motivations that influence competitive bowlers to join bowling organizations? The sub-questions included:

1. How does the culture of bowling organizations impact the experiences of competitive bowlers?
2. How does membership in bowling organizations meet the needs of bowlers?

The following section discusses the findings related to the each of the research questions.

Primary Research Question: What are the Motivations that Influence Competitive Bowlers to Join Bowling Organizations?

Competitive bowlers are influenced by various motivations to join bowling organizations. Competitive bowlers are influenced by their individual passions, which motivates them to join bowling organizations. Their passions drove their continued participation within the sport and towards certain bowling organizations. Many competitive bowlers were influenced by growing up around the sport. Their environment dictated their initial experience to the sport and then grew their passions for the sport. Many competitive bowlers had family members who were avid bowlers. Their familial participation grew their participation tenfold. The same instance was seen regarding participation in bowling organizations. Competitive bowlers who had family members in a bowling organization tended to join that same bowling organization in order to participate with their family members. Bowlers saw this connection as a way to spend time with family and enjoy their passions with them.

Competitive bowlers were also motivated by their passions to become better in the sport. Competitive bowlers are defined by their ability to compete in a variety of tournaments and leagues. Typically, competitive bowlers will travel and frequently attend events throughout the year. Events ranged from house shots, challenge shots, or sport

shots and consist of singles, doubles, or a variety of teams' events. Competitive bowlers have a passion within the sport to be better bowlers, to achieve honor scores, or to be recognized as great bowlers. Bowlers who have that particular passion normally join bowling organizations that feed into that passion. In this case, competitive bowlers who were focused on becoming professional bowlers tend to join the USBC for the resources provided for competitive amateur and professional bowlers such as free practice and travel packages to the National events. Competitive bowlers used the TNBA and UBA as ways to increase their competition between bowlers from different regions. Competition in the UBA also provided a chance to compete against professional bowlers as well.

Competitive bowlers were also motivated by the resources provided by the sport and each bowling organization. The sport of bowling provides competitive bowlers with various resources and attributed. Competitive bowlers are able to develop themselves physically, mentally, and socially because of the sport. Physically, competitive bowlers see themselves as athletes. Various tournaments hosted by bowling organizations may require a bowler to bowl between three and fifteen games or more a day. Bowling that many games requires physical endurance that we see within other sports. Bowling competitively conditions a bowler to withstand the number of games that may be required to compete. Mentally, competitive bowlers develop their endurance, their drive, their motivation, and their competitive edge. During competition, bowlers learn to overcome adversity as they try to win an event and to apply their bowling knowledge as they navigate the lane conditions. Bowling allows competitive bowlers to tap into these mental skills in order to better and grow their skills in order to be successful in the sport. Socially, competitive bowlers create and develop various friendships and relationships

through their participation and travel within the sport. Competitive bowlers may travel locally and out of town in order to compete in bowling events. This travel allows competitive bowlers to meet other bowlers from all across the United States, and sometimes the World as they are competing. Typically, competitive bowlers will attend the same events, year over year, therefore, they are able to build relationships with other competitive bowlers that have lasted over many years and across various locations.

Competitive bowlers enjoyed and joined bowling organizations that influenced their decisions to participate in the sport. Bowling organizations that brought family units together to participate together in the sport, may have been a reason for the increase of competitive bowlers gaining or maintaining their membership. Bowling organizations that provide competitive bowlers a place to grow as an athlete and provide resources to pursue those dreams, may have seen an increase or maintenance of their competitive bowler membership. Additionally, bowling organizations that allow competitive bowlers to grow and develop physically, mentally, and socially, see a growth or preservation of competitive bowler membership. Overall, competitive bowlers are driven towards organizations that meet their motivational influences within the sport of bowling. Bowling organizations that assist in enhancing competitive bowlers' skills, diversity, provide focus, access and success will continue to grow their membership and engagement among competitive bowlers.

Sub Question One: How Does the Culture of Bowling Organizations Impact the Experiences of Competitive Bowlers?

The culture of a bowling organization impacts the experiences of competitive bowlers. The culture of an organization can equal the leadership within the organization, the people who attend the events, or the locations the events are hosted; all of these

element's impact how a competitive bowlers and member experiences the culture of the organization. Competitive bowlers indicated they felt a sense of culture from the leadership that is provided within a bowling organization. Organizations where leadership was present, mingled with the members, and made themselves available to issues and suggestions, were the organizations that competitive bowlers felt a greater sense of connection. Competitive bowlers enjoyed seeing the leadership as members of the organization as well, as it made them feel they could help the organization as well. There were times where competitive bowlers took on leadership roles and were able to provide the national organization with perspectives as a leader and as a competitive bowler and member of the organization. These perspectives assist in guiding the organization to attract and maintain all of their membership and not just certain populations.

Competitive bowlers felt a connection to the organization's culture based on the people who attended the events. Although the findings illustrated that competitive bowlers are members of more than one bowling organization, bowlers are attracted to certain organizations for a reason. Additionally, competitive bowlers join certain bowling organizations for a reason. The study found that certain bowling organizations attract certain types of bowlers; as illustrated in the findings the PBA attracted professional bowlers, the USBC attracted all competitive bowlers, the TNBA attracted many minority bowlers, and the UBA attracted bowlers who looked for team competition. The bowlers that attended the bowling leagues or tournaments attracted others to that particular event or bowling organization. Bowling organizations that focus on their members and the

culture that their members create at their events, can increase their engagement and participation among competitive bowlers who seek this type of culture.

Additionally, competitive bowlers experienced a sense of culture from an organization based on its location. As illustrated in the findings, competitive bowlers felt that the culture of an organization differed depending on the location of the event. For competitive bowlers, locations that were heavily focused in the sport, such as the east coast or out west, saw a larger population of competitive bowlers competing. In small towns and states, where bowling is not so heavy, organizations experienced less participation among competitive bowlers. Bowling organizations need to be strategic in selecting locations that are most convenient for all members and thrive in the passion for the sport. If the organization hosted an event in a location that was resistant to competitive bowlers visiting and competing in their city, it made it less likely that competitive bowlers wanted to revisit that location for future events. Overall, competitive bowlers sought out the culture that would influence their experiences in a positive manner. Cultures of an organization that catered to their passions and motivations of competitive bowlers experienced an increase in participation and engagement rates.

Sub Question Two: How Does Membership in Bowling Organizations Meet the Needs of Bowlers?

The findings concluded that bowling organizations were able to meet the needs of competitive bowlers when the individual need of the bowler was met. Members searched for organizations that were able to provide them with resources and benefits. Each bowling organization has a list of incentives and benefits that are only available to members. Some of these incentives include practice discounts at participating bowler centers, travel packages to the national events, discounts on organizational merchandise,

and the availability to compete in members only events. Bowling organizations list member benefits and resources on their website and via mail as members renew their membership each year. Competitive bowlers would be attracted to organizations that provided incentives that merged with their personal passions and motivations to pursue the sport. Organizations that provided the ability to compete, ability to travel, ability to build new relationships, and the ability to develop and enhance bowling skills, typically saw more competitive bowlers within their membership.

Overall, each bowling organization was able to meet the needs of participants within the study. A need for competitive bowlers was having the ability to complete and bowl in various competitions. The USBC provided members with the opportunity to compete locally, regionally, and nationally at various tournaments around the nation. For that reason, the USBC met their needs. In addition, the USBC was able to provide bylaws, regulations, competition, and awards for its members as well. A need for competitive bowlers was having the ability to make friends and build new relationships. The TNBA provided members with a family atmosphere where members knew they were going to meet new bowlers and see old friends at the various regional and national events. For that reason, the TNBA met competitive bowler's needs. In addition, the TNBA was able to provide history, competition, and awards for its members as well. A need for competitive bowlers was having the opportunity to compete rigorously against others and the ability to compete in more team competitions. The UBA provided members the ability to compete in a variety of team events in various locations throughout the United States. Members have the opportunity to compete against amateur and professional competitive bowlers. For that reason, the UBA met competitive bowler's needs. In

addition, the UBA was able to provide a culture and environment that increase competition through team comradery, trash-talking, and entertainment.

Overall, competitive bowlers sought out bowling organizations that could provide them resources that met their needs as a bowler. Competitive bowlers looked to compete, have fun, engagement with others, learn about the game, improve their skills, and utilize their resources to do the best they can each time on the lanes; each organization was able to supply these needs to its members. What differentiated each organization for competitive bowlers was the level of competitiveness, the level of social interaction, and the number of events that are available to members. Ultimately, competitive bowlers will gravitate towards the bowling organization(s) that meet their individual passions and motivations for the sport of bowling.

Summary of Significant Findings

The previous section summarized the findings in regard to my research questions, and I analyzed the findings to identify emerging themes. The following section summarizes the data in regard to themes, and included participants' thoughts on organizational exposure, competition, and social engagements they experienced with other members.

Participants expressed on numerous occasions that the bowling organizations had potential to improve their member's experience through increased exposure of their organization. As a member of the bowling community, bowlers are generally aware of the organizations that serve their community. However, participants felt that their organizations could increase their member participation and engagement even further with additional exposure, both within the bowling community, as well as the non-bowling

community. Bowling community exposure can provide organizations with increased member engagement, increased positive member experiences, and an increased number of events provided to members. Non-bowling community exposure can provide organizations with additional benefits, organizational sponsorships, increased number of events, and overall, more resources for the members of the organization.

Participants also voiced their motivation to join each bowling organization was driven by the competition the association could provide. The findings showed that participants were members of one or more bowling organizations. This means that participants interact with similar bowlers across associations and diverse environments. Competitive bowlers seek out competition and are willing to travel to experience it. Competitive bowlers enjoy the sport because they love it, and many have been competing since their youth. However, competitive bowlers are looking to be successful, to win, and to better their skills each and every experience.

Additional, participants indicated the sport of bowling provided them the opportunity to socially engage with numerous bowlers and individuals. Participants raved about their experiences with meeting new people as they traveled, creating new friendships within their bowling community, and building relationships that have lasted through the years. Members of bowling organizations join associations for the camaraderie. Many of the events within PBA and PWBA are individualistic; therefore, bowlers only have themselves to rely on, push forward, and encourage during competition. The USBC, TNBA, and UBA bowling organizations shift that dynamic to team competition. Bowlers usually have teammates they can travel with, compete with, encourage, and ultimately become successful with. This style builds a certain connection among bowlers, especially

if they are able to win with their partner. For participants, it is the experiences with others that shape their experiences within the bowling organization.

Literature Review Connections

The findings of the current study provide connections to the literature review from Chapter Two. This section provides an overview of those connections based on participants experiences. These connections are illustrated in Table 4.2.

Table 4.2

Literature Review Connections

Themes from Literature	Literature Review	Themes from Findings
Motivation	(Hidi & Renninger, 2006; Ormrod, 2019; Pintrich et al., 1993)	Intrinsic Extrinsic Challenge Competition Culture
Organizational Culture	(Curry et al., 2018; Kao & Cheng, 2005; Korner et al., 2015; Scott, 1997)	Culture Formal/Informal Structure Teamwork Social Interaction
Purposeful Structure	(Slack & Parent, 2006)	Structure Events Membership Equity Diversity
Intentional Member Engagement	(Hager, 2014; Kallman & Clark, 2016; Robiner et al., 2015)	Why Members Join Benefits received

According to the literature review, motivation is the internal and external influence (Ormrod, 2019) that drives competitive bowlers to participate in the sport of

bowling. The intrinsic motivations push competitive bowlers to seek a challenge and push themselves to master their skills within the sport (Pintrich et al., 1993). The extrinsic motivations of competitive bowlers include the bowling organization and organization's culture related to the organization they choose to join. These environments influence the type of recognition or rewards the bowler seeks (Ormrod, 2019). As the passion of a competitive bowler changes over the years, such the move from an amateur level to a professional level, their motivation adapts and adjusts (Hidi & Renninger, 2006).

Findings indicated each bowling organization has its own distinct culture. These cultures comprise various formal and informal structures (Scott, 1997). The USBC was viewed, mostly, for their formal structures in providing the regulations and governance for the sport across the United States. The TNBA and UBA have their formal structures, but were seen more for their informal customs that created the unique environments that members loved to participate in. In all, the findings found that the organizational culture of an association impacted member's experiences and their engagement within the organization (Curry et al., 2018; Korner et al., 2015). Members who wanted a team atmosphere were motivated to join certain organizations for the ability to connect to others (Kao & Cheng, 2005). This aligned with Korner et al.'s (2015) study that found an organization's culture was determined by the teamwork influences and satisfaction of members.

In regard to sports organizations, each bowling association has been purposeful in creating a structure that is geared towards the type of members and bowlers they want to attract (Slack & Parent, 2006). The USBC is a membership requirement for competitive

bowlers to participate in any leagues or tournaments; therefore, their structure are open to all members regardless of skill level. Additionally, the organization created events and activities that balance the bowling field where all members can compete within their defined skill categories. The TNBA was originally created to provide minority bowlers the opportunity to bowl on regional and national levels when no other bowling organization would accept their membership. Today, the TNBA is purposeful its focus to attract diverse competitive bowlers and providing opportunities for all. The UBA was created to attract the broad range of bowlers who have various styles. In addition, the organization is open to amateur and professional competitive bowlers. The organization provides a platform, that highlights team bowling to promote the sport through excitement, fun, and rigorous competition.

The study found that bowling organizations must be intentional with their member engagement. Bowling organization leaders must determine why members join their association, what members receive, and how their organization can improve year after year. The study findings agreed with Kallman and Clark (2016) in that individuals join organizations because of the structure, culture, and member interactions. Bowling organizations must continue to be innovative in the ways they provide benefits, resources, and incentives for members. That supports Hager's (2014) research, which posit members base their engagements from the incentives received. As bowling organizations work through the pandemic and decreasing memberships, which happen in an economic decline (Robiner et al., 2015), they have to increase communication, innovation, and opportunities for members to continue their engagements within the association.

Theoretical Framework Connections

The framework used in this multiple case study consisted of Maslow's Theory of Hierarchal Needs (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Based on Maslow's Theory, competitive bowlers are motivated and influenced by safety, love and belonging, and esteem needs. Table 4.3 illustrates how the needs defined by Maslow connects to the study findings.

Table 4.3

Connections to Maslow's Hierarchy of Needs Theory

Need	Description of Need	Findings
Safety	Resources	Motivated by the benefits provided by the organizations.
	Health	Motivated to keep moving and stay in shape depending on their skill level.
Love and Belonging	Friendship	Motivated by the friendships that are formed.
	Family	Motivated by the relationships that are built that are familial in nature.
	Sense of Connection	Motivated by the sense of connection to a group of people and the experiences created through team events.
Esteem	Respect	Motivated by the ability to gain respect within the bowling community.
	Self-Esteem	Improved self-esteem through achieving success within competition.
	Strength	Opportunity to improve mental focus, strength, and determination through overcoming adversity on and off the lanes.

Additionally, esteem needs are met through competitive bowlers' motivation to gain respect, to be the best they can be in the sport, and the ability to overcome adversity in order to succeed. Findings from this study did not indicate that competitive bowlers were motivated by physiological (food, shelter, clothing) or self-actualization needs (to achieve content in being the best one can be).

Based on the Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), competitive bowlers are motivated to participate in the sport of bowling by fulfilling their competence and relatedness needs. Table 4.4 illustrates how the needs defined by the Self-Determination Theory connects to the study findings.

Table 4.4

Connections to Self-Determination Theory

Need	Description of Need	Findings
Autonomy	Individuals are motivated when they lose control over their successes, failures, and choices.	Participants were motivated by the challenge and ability to compete. Wins, losses, and learning drove their motivations to continue the sport.
Competence	Individuals are motivated to deal and manage their environment	Participants were motivated by the culture and environment an organization provided.
Relatedness	Individuals interact and connect to others	Participants were motivated by the social interactions and networks that were built among members and within associations.

The findings illustrated competitive bowlers were motivated through their competence and relatedness needs. The findings illustrated competitive bowlers were motivated through their competence and relatedness needs. The findings illustrated competitive bowlers were motivated through their competence and relatedness needs. Competitive

bowlers want and need to be effective within their bowling environments. Bowlers display their desire to join organizations, which provide environments that allow them to succeed. Competitive bowlers want bowling organizations to meet their needs, provide resources, and prepare them to stay focused in a chaotic, professional, or competitive environment. Additionally, competitive bowlers were motivated by their need to have close and affectionate relationships with others. Competitive bowlers achieve this need by the relationships they create and build throughout the bowling community. Bowlers created, relied on, and encouraged others to achieve a common goal within bowling organizations that provided team competition and events. Findings did not indicate that bowlers are influenced by autonomy needs. Competitive bowlers do not have a need to control their bowling lives, they just want to opportunity to succeed.

The findings confirmed that competitive bowlers' experiences within bowling organizations are influenced by the organization's culture. According to Robbins & Judge (2013) Organizational Culture Theory comprises attention to detail, team orientation, people orientation, outcome orientation, innovation, stability, and aggressiveness. The connection of findings to Organizational Culture Theory are illustrated in Table 4.5. By this definition, competitive bowlers care about how bowling organizations are organized, how they use ideas to improve the organization, how they interact with members, and how they use members to increase growth. Competitive bowlers have confirmed that culture is what attracts them to an organization, what motivates them to maintain membership within the organization, and what impacts their experiences within organizations. It was identified, through these findings, that members of bowling

organizations share common beliefs, attitudes, and experiences (Janicijevic, 2011; Warrick, 2017).

Table 4.5

Connections to Organizational Culture Theory

Characteristic	Findings
Culture	Participants indicated bowling organizations had their own sense of culture. This culture influenced their decision to join or maintain membership.
Outcome Orientation	Participants were motivated by the resources and benefits provided with their membership.
People & Team Orientation	Participants were motivated by the social interactions and networks that were built among members and within associations.

Implications

This multiple case study illustrated the experiences of competitive bowlers within bowling organizations. Although the study focused on the USBC, TNBA, and UBA bowling organizations, all participant affiliated associations were captured within the findings. This research is important for three reasons. First, it reveals that regardless of bowling organization, competitive bowlers have similar influences and motivations as they pursue bowling. Competitive bowlers are largely motivated by their personal influences as well as environmental factors. Many competitive bowlers come from a familial history of competitive bowlers. This history introduces new competitive bowlers to the family hierarchy. Once exposure has occurred, competitive bowlers intentionally seek this type of environment. Membership within a bowling organization is a by-product of participating in the sport. Bowling organizational membership provides competitive bowlers with structure, events, tournaments, regulations, and awards to benefit from as a

result of their membership. The benefits provided from these associations continue to ignite bowlers to pursue the sport and maintain their membership. As bowling organizations work to improve their membership engagement and participation rates, associations should lean on the fact that competitive bowling is largely a family sport. If organizations are able to cater to that family dynamic, they could in fact, increase their member participation and engagement.

Second, it demonstrates that representation matters for competitive bowlers within the sport and their affiliated bowling organizations. Participants cited that they felt a lack of representation across various bowler populations as a challenge they faced while participating in the sport. These populations were based on gender, race and ethnicity, age. Competitive bowlers within these populations tried to decrease underrepresentation by participating and striving to increase their representation within the sport and the bowling organizations that supported the sport. Especially at the highest level of the sport, participants felt that it was the same individuals being promoted or achieving success in the sport. Participants noted that the lack of representation could be linked to the resources and expenses that are associated with the sport of bowling. Competitive bowlers are motivated to pursue the sport of bowling and join bowling organizations if they can see themselves within. When competitive bowlers are able to share passions and similar mindsets, they are able to enjoy their experience and ask others to join them. When competitive bowlers do not feel support, do not see benefits, or see individuals in leadership that look like them or represent them, that could be physical, mental, or thoughts, then they are not influenced to continue their participation or engagement. Bowling organizations can utilize the influence of representation to provide all members

with a connection to the association. This connection of experiencing similar cultures individuals are used to, as well as seeing individuals who look like them, will influence bowlers to join and maintain membership within the organization. Ultimately, bowling organizations can use this strategy to attract and retain their membership rates and engagement.

Third, organizational culture impacts members' experiences within bowling associations. This culture can be tailored to a group of bowlers, location, or environment. Competitive bowlers are attracted to environments or experiences that they can blossom in or see that their passions and interests are shared in. Competitive bowlers are attracted to groups of people or organizations that allow them to thrive. The national senate of bowling organizations can control their environments through the national events and bowling tournaments that they host. The national senate of these organizations can also train and utilize the local senates to provide this same type of environment at each local level regardless of location. Addressing the macro and micro cultures of each bowling organization will allow the association to target the needs and experiences of their competitive bowlers for the better. The needs of competitive bowlers must be met through the organization's culture. The culture and environment that is created for members influences their membership and participation rates. The bowling organizations that are able to meet the needs of competitive bowlers, typically will see better participations rates among these members. These members will also provide more favorable experiences and feedback to the organization and others who may or may not be members.

Ultimately, the bowling organizations that focus on their members needs and motivations, as well as the environment their association creates, will be able to direct the narrative of members experiences. The creation of this direction strategy will allow bowling organizations to ensure their members are happy with the experiences and provide an environment new members would want to join. This strategy includes the understanding that an organization cannot make each individual member happy with every decision that is made. However, an organization decreases this margin by focusing on the innate physical, mental, social, and financial needs of members across various locations so that members can find their niche within the national and local organization. Additionally, bowling organizations can use this information to continue to develop and expand on their events, tournaments, and resources that are provided to members as the sport continues to grow.

Suggestions for Future Research

Based on the responses from participants, there are several suggestions for future research. Future research should consider the diverse types of bowlers, location of bowlers and local organizations, and the end goals for competitive bowlers regarding the sport. This study sets up the possibility that the history, culture, and experiences from a bowling organization may impact how bowlers view their motivations and experiences. Future research should separate this information in order to better examine the problem. This could possibly be done with a single case study. Limitations of the current study included examining three bowling organizations; therefore, the perspectives provided by participants could be limited. Future researchers might consider applying a single case study to evaluate the motivations and organizational culture to members of just one

bowling organization and compare the findings to the current study to identify consistency in outcomes and findings. Additionally, I had prior relationships with over half of the participants because they engage in similar bowling communities. Future researchers may want to utilize investigators that lie in and outside of the bowling community to compare and identify consistency in outcomes and findings.

Conclusion and Summary

Chapter Four presented the research findings and data analysis. I conducted a multiple case study that used qualitative questionnaires and semi-structured interviews. In Chapter Four, responses from competitive bowlers were shared. I described the experiences of competitive bowlers within each bowling organization identified in the multiple case analysis. Then, I identified the common themes across the cases and provided a summary of how these findings connected to the theoretical frameworks of the current study, the literature review, and the research questions. Chapter Five provides an executive summary and distribution plan for how this research might be shared among the bowling community, among the members and proprietors of this community, and among the non-bowling community.

CHAPTER FIVE

Distribution of Findings

Executive Summary

My Problem of Practice dissertation encompasses four chapters which provided literature about competitive bowling, and also specified how I collected and analyzed data for this qualitative multiple case study. Chapter One discussed the overall focus, purpose, and research questions of the study. Although there were excellent studies that shed light on the motivations that influenced individuals to participate in the sport of bowling, studies had not separated bowlers' experiences by the type of bowler. Additionally, the bowling community included various organizations that worked to serve their population through resources, events, and member participation. A lack of literature existed that focused on the benefits and culture these organizations provided bowlers. The purpose of this study was to investigate the experiences of competitive bowlers within bowling organizations. The primary question of the study was: What are the motivations that influence competitive bowlers to join bowling organizations? Sub-questions included: (1) How does the culture of bowling organizations impact the experiences of competitive bowlers, and (2) How does membership in bowling organizations meet the needs of bowlers?

Chapter Two reviewed literature that described theories supporting how competitive bowlers were motivated to join bowling organizations. This study analyzed what factors drove bowlers to engage within the sport of bowling through three theories. The first was Maslow's Hierarchy of Needs Theory, which supported that individuals

participated in activities to satisfy their physiological, safety and security, belongingness and love, esteem, and self-actualization needs (Maslow, 1954; Oxford & Shearin, 1994). The second was Self-Determination Theory, which illustrated motivational factors influenced individuals through three universal psychological needs: autonomy, competence, and relatedness (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985). And the third was Organizational Culture, or the system of values, beliefs, and attitudes that develop meaning for members (Janicijevic, 2011). Together, these three frameworks demonstrated that intrinsic and extrinsic motivations impacted bowlers' experiences to pursue the sport and join organizations within the community.

Additionally, the literature in Chapter Two provided context on research regarding motivation and the sport of bowling. Previous studies highlighted the success and satisfaction of adult male bowlers and their task and affiliation motivation (Piggott, 1975); the recreational participation of bowlers within the sport of bowling to discover why people engaged in the sport and how personal motives differed depending on recreational bowler status (Briggs, 1999); and the intrinsic and extrinsic motivation of adolescent bowlers' to determine if participant motivations differed across gender and bowler status (Teo et al., 2015). The literature outlined the extent of how bowlers measured their motivations based on previous success, and that they were motivated by pleasure, health, social, and goal orientating tasks (Briggs, 1999; Piggott, 1975; Teo et al., 2015); that membership engagement was essential for an association and must be purposeful (Kallman & Clark, 2016); and that members join associations for competitive, professional, and social networking opportunities (Eime et al., 2010; Hager, 2014; Robiner et al., 2015).

Chapter Three explained the research methodology of the study, the researcher positionality, the theoretical frameworks, the research design, the participants, and the data collection and analysis procedures to offer insight into competitive bowler's experiences. The goal of this research was to identify the experiences of competitive bowlers to pursue the sport of bowling in relation to motivational influences of join bowling organizations in a qualitative manner, a research method not used in previous literature. The researcher utilized a two phased data collection strategy that employed qualitative questionnaires during phase one and semi-structured interviews during phase two; 37 participants completed the questionnaire, and 11 participants completed the interviews. Participants were purposefully selected based on their participation in the sport of bowling, self-classification as a competitive bowler, and as an active member of at least one bowling organization during the time of the study. The questioned used for each data collection phase were clustered into five categories: demographic, competitive bowling experience, motivation, bowling organizations, and organizational culture. In terms of data analysis, a content, narrative, cross case, and cross organizational analysis was conducted. Each analysis strategy allowed the researcher to uncover patterns and themes that appeared frequently by participants as it related to their experiences. Data was validated through clarifying, member checking, peer debriefing, and authenticity strategies. These strategies allowed the researcher to introduce personal bias, allow participants to review their responses for accuracy, allow colleagues and external individuals to validate processes and mitigate biases, and ensure all participant voices were represented.

Chapter Four provided the research findings and experiences from participants who identified as competitive bowlers. These experiences were captured through qualitative questionnaires and semi-structured interviews. The findings were reported in phases. The first phase reported on the findings from the qualitative questionnaires and outlined the findings by the predetermined categories: competitive bowling experience, motivation, bowling organizations, and organizational culture. The second phase reported on the findings from the semi-structured interviews by each participant's story. The cross-case analysis revealed the common themes that arose from all of the interview participants experiences. The cross organizational analysis revealed the common themes that arose from the participant's as it related to each of the bowling organizations: the USBC, the TNBA, and the UBA. The researcher used the findings to answer the primary research question and two sub research questions. Additionally, the researcher compared the findings to the literature review and the theoretical frameworks: Maslow's Hierarchy of Needs Theory, Self-Determination Theory, and Organizational Culture Theory. The next section provided an overview of the data collection and analysis procedures.

Overview of Data Collection and Analysis Procedures

For this study, a qualitative research methodology was utilized to provide a framework for understanding the experiences of competitive bowlers. I was determined to understand the experiences of competitive bowlers related to their motivation and bowling organizational culture. Therefore, it was imperative that I design this multiple case study to examine the lived experiences of competitive bowlers. I administered questionnaires and interviewed 11 participants, that functioned as cases, who were members of bowling organizations, which included the USBC, TNBA, and UBA.

Data collection strategies included qualitative questionnaires and follow-up semi-structured interviews with open-ended and closed-ended questions. Thirty-seven participants completed a 20–25-minute questionnaire via SurveyMonkey and 11 participants scheduled a 45–60-minute interview via Zoom due to the COVID-19 pandemic restrictions. Participants identified as a competitive bowler and were active members of a bowling organization at the time of the study. The closed-ended questions requested demographic information. The open-ended questions explored the experiences of competitive bowlers through four categories: competitive bowling experience, motivation, bowling organizations, and organizational culture. Data were collected, hand coded, manually analyzed, and categorized by myself to identify themes and cross-organizational trends.

I followed a five-step approach to analyze the data. First, I organized the raw data. Second, I read all data and assigned labels for emerging ideas. Third, I classified manual codes into themes and categories. Fourth, I developed interpretations of the findings and compared the data to the literature and theories presented in this study. Fifth, I presented the findings. The findings were analyzed using content analysis for the questionnaires, narrative analysis for the interviews, and cross case analysis across the three bowling organizations. The findings were then compared to the previous literature on the sport; motivations of bowling (Briggs, 1999; Piggott, 1975; Teo et al., 2015); and the frameworks of Maslow's Hierarchy of Needs Theory (Maslow, 1954; Oxford & Shearin, 1994), Self-Determination Theory (Anderman & Leake, 2005; Deci & Ryan, 1980; Deci & Ryan, 1985), and Organizational Culture Theory (Cruickshank & Collins, 2012; Janicijevic, 2011; Scott, 1997; Warrick, 2017). Additionally, I discussed ethical

considerations during the data collection and analysis process, which include password-protected storage for all raw data, anonymity for all participants, and confirmation that all participation in the study was voluntary.

Summary of Key Findings

Overall, this study found that competitive bowlers were influenced by intrinsic and extrinsic motivations to join bowling organizations (Ormrod, 2019). The motivations that influenced competitive bowlers to join bowling organizations were driven by the passions of individual bowlers. Findings illustrated bowlers were influenced by exposure to the sports since their youth, individual passions that fueled their desire to become professional bowlers, the competitive nature of the sport, the benefits provided by bowling organizations, the opportunity to travel, and the friendships and relationships built from participation in the sport. Competitive bowlers enjoyed bowling organizations that provided countless benefits designed for them to experience the sport.

Findings indicated that each bowling organization had its own distinct culture. These cultures comprised various formal and informal structures (Scott, 1997). For competitive bowlers, the culture of an organization could be the leadership within the organization, the people who attend the events, or the locations the events were hosted; all of these items impacted how a member saw the organization's culture. The USBC was mostly valued for its formal structures in providing regulations and governance for the sport across the United States. The TNBA and UBA each had their formal structures but were considered more for their informal customs that created the unique environments in which members loved to participate. In sum, the findings illustrated the

organizational culture of an association impacted member's experiences and their engagement within the organization (Curry et al., 2018; Korner et al., 2015).

Findings also indicated bowling organizations must be intentional with their member engagement. Bowling organization leadership must understand why members join their association, what benefits members receive, and how organizations can improve over time. The current study findings concur with Kallman and Clark's (2016) assessment that individuals join organizations because of their structure, culture, and member interactions. The current study found that competitive bowlers joined organizations based on their intrinsic and extrinsic needs that were met by organizational membership. Meeting the needs of competitive bowlers within bowling organizations depended on the needs that motivated individual bowlers. Members who desired incentives and benefits from their association gravitated towards organizations that provided those resources. If members were not satisfied with their bowling association membership, they typically kept their membership status anyway, as the organization provided the most basic need, which was the ability to participate in bowling events. Overall, members looked to engage with others, compete against others, and improve their game, but members' ideas differed in how organizations met those needs.

Informed Recommendations

This section provides four informed recommendations based on the study's research findings. First, it is recommended that bowling organizations increase their associations' exposure to the bowling and non-bowling communities. Bowling community exposure can provide organizations with increased member engagement, increased positive member experiences, and an increased number of events provided to

members. Non-bowling community exposure can provide organizations with additional benefits, organizational sponsorships, increased number of events, and overall, more resources for the members of the organization.

Second, it is recommended that bowling organizations pay attention to the motivational influences of their members, particularly their competitive bowlers, as they are more likely to participate in more events than recreational bowler members. Bowlers are motivated to engage in bowling organizations based on their needs. Findings concluded not all organizational benefits are known to members; therefore, bowling organizations should increase their display of member benefits in order to increase member engagement. Focusing on what motivates bowlers will ensure members' needs are being met by the association.

Third, it is recommended that organizations remain mindful of the environment that is created within the association. Study findings concluded representation matters for bowling members affiliated with bowling organizations. Bowlers seek organizations that are able to meet their needs as members and represent their passions and goals. Organizations that highlight, market, and promote who they are, what they provide, and who they represent, have the most engaged members.

Fourth, a bowling organization's culture impacts members' experiences within the association. Culture can be defined by the members within the association or by the organization itself. Therefore, a bowling organization needs to be cognizant of the culture it creates as an association. Competitive bowlers are influenced by their experiences in their bowling organization as they relate to interactions with the leadership, interactions

with other members, and what they gained from membership in that particular environment.

Findings Distribution Proposal

The findings distribution proposal identifies the target audience, proposed distribution method and venue, and distribution materials. As described in more detail below, the plan provides the distribution of this Problem of Practice dissertation findings. This plan intends to distribute these findings and recommendations to individuals within and outside of the bowling community. The plan intends to distribute these findings by way of an industry magazine article and professional conference.

Target Audience

The research study's findings and recommendations will be shared with four target audiences. The first target audience is each bowling organization's leadership. The study's findings are important to this population as they inform the manner in which leadership can build membership engagement within their association. The second target audience includes members of bowling organizations. This study can help bowlers understand their experience with the sport, their experiences within their associations, and their experience within the broader context and impact the sport of bowling has on them as individuals. The third target audience includes bowling proprietors, individuals such as bowling alley operators and staff, pro shop owners, and coaches. This population works with the bowling community and can benefit from this study as they attempt to understand what bowlers' desires within the organizations where they are members. The fourth target audience includes the non-bowling community. The non-bowling community population is important for the growth of the sport and bowling associations.

Findings from this study offer hope to this population in an effort to help them learn more about the sport of bowling, the bowling community and the associations that support this population.

Proposed Distribution Method and Venue

The distribution plan includes an industry publication and professional presentation. I will share findings from this study in the form of a magazine article for each bowling organization. Each bowling organization's magazine is distributed to all groups four of the target audiences described above, making this a convenient method to disseminate my findings. I will start with The National Bowling Association (TNBA) Bowler Magazine. I will contact the TNBA Media Director. I will also contact the Associate Publisher for the Bowler's Journal, which is the publication for the United States Bowling Congress (USBC), and the UBA Operations Manager and UBA Today Magazine Coordinator, for the Underground Bowling Association (UBA) in an effort to inquire and discover requirements for the various magazines associated with each organization. These magazine articles will be designed to focus on the study's purpose, theoretical frameworks, research findings, and recommendations.

I will also distribute this study's findings via a professional conference that pertains to motivation and professional sports organizations. Conferences that might benefit from this research presentation include the International Conference on Sport Psychology, Motivation and Sport (ICSPMS) hosted by the World Academy of Science, Engineering and Technology Organization. The ICSPMS is a conference that seeks to present on new advances and research in the fields of sports psychology, motivation, and sport.

Additionally, I might present at the Association for Applied Sport Psychology (AASP) annual conference as well. AASP is an organization that is focused on human performance, well-being, and social functioning through research, education, practice, and certification to the profession of sport psychology (AASP, n.d.). The AASP Annual Conference concentrates on research and education in categories such as: coaching; collegiate sport; consulting and interventions; diversity and culture; elite and pro sport; exercise, health, and fitness; injury and rehab; mental health; non-performance applications; Olympic sport, international, and global perspectives; private practice; professional development, supervision, and mentoring; professional issues and ethics; research design; social justice, equity, and inclusion; tactical populations; teaching; and youth sport (AASP, n.d.). These conference presentations will focus on the study's purpose, theoretical frameworks, research findings, and recommendations.

Distribution Materials

The following will provide the distribution materials for the industry magazine article and professional conference. A copy of one industry-oriented article, three to four pages long, will be provided to each of the bowling organizations for their association's magazine. Additionally, a copy of the article will be provided to the leadership of each bowling association. The article will provide information about the study's purpose, research questions, theoretical frameworks, findings, and recommendations. The article will meet the requirements set forth by each industry magazine article.

For the professional conferences, a PowerPoint Presentation and fact sheet will be created. The presentation slides will cover the research purpose, methodology, frameworks, findings, and recommendations. According to the conference guidelines, the

presentation will be designed to last 60 minutes. A double-sided fact sheet with a one-page summary will offer conclusions and recommendations as it relates to competitive bowler and member engagement and experiences within bowling associations.

Conclusion

This Problem of Practice dissertation provides information and opportunities related to the sport of bowling. Although motivational factors of why bowlers pursue the sport have been examined in previous studies, the experiences, and perceptions of bowlers within various bowling organizations has been omitted from the current landscape of research. As such, this study described the experiences of competitive bowlers within bowling organizations, identified the motivating factors that influence their decisions, and outlined how the organization's culture impacts bowlers' experiences as competitive bowlers and as members of the association. Bowlers shared characteristics they enjoyed about their bowling organizations and also noted areas of improvement to enhance membership participation and engagement. With more research and exposure to the sport of bowling, as well as the organizations that exist to support those who participate in the sport, the future of the sport is promising.

APPENDICES

APPENDIX A

IRB Exemption Form



INSTITUTIONAL REVIEW BOARD – PROTECTION OF HUMAN SUBJECTS IN RESEARCH

NOTICE OF DETERMINATION OF NON-HUMAN SUBJECT RESEARCH

Principal Investigator: Sagirah Wheeler
Study Title: Why Bowl? Exploring Competitive Bowlers' Experiences Within Bowling Associations: A Multiple Case Study Perspective
IRB Reference #: 1761464

Date of Determination: May 12, 2021

The above referenced research project has been determined to not meet the definition of human subject research under the purview of the IRB according to federal regulations at 45 CFR 46.102(e) & (l). Specifically, this activity doesn't meet the definition of research because it is not generalizable outside the program being evaluated.

The following documents were reviewed:

- Non-Human Subjects Research Determination Form, submitted on 05/10/2021
- Project Description, submitted on 05/10/2021

This determination is based on the protocol and/or materials submitted. If the research is modified, you must contact this office to determine whether your modified research meets the definition of human subject research.

If you have any questions, please contact the office at (254) 710-3708 or IRB@baylor.edu

Sincerely,

APPENDIX B

Consent Form

**Title:**

Why Bowl? Exploring Competitive Bowlers' Experiences and Perspectives within Bowling Associations: A Multiple Case Study

Purpose:

The purpose of this multiple case study is to explore the experiences of competitive bowlers within bowling organizations. A competitive bowler is defined as a bowler who participates in leagues and tournaments.

Procedures:

You will be asked to answer open ended questions about your competitive bowling experience within one of the three bowling organizations listed in the study. If you are completing the qualitative questionnaire, it will take approximately 20-25 minutes of your time. If you are completing the interview, it will take approximately 45-60 minutes of your time. For all interviews, your answers will be documented via audio/video recording. At a later time, the interview will be transcribed to review responses. All participants will be provided pseudonyms. All responses will be confidential.

Benefits:

As a research participant, you will be able to express your voice and your story regarding your competitive bowling experience. You will also have the opportunity to speak about the experiences you have had as a member of your self-selected bowling organization. As a participant, you will be speaking to your personal experiences and not on behalf of any bowling organization. As a result of my research, I hope to bring an understanding of competitive bowler's experiences, how these experiences can translate into actionable items for member engagement within these bowling organizations and increase exposure of the sport to the non-bowling community.

Risks and/or Discomforts:

There are no known risks or discomforts associated with this research. In the event of unknown risks, the services below will be available to you at your institution. Services may include costs that will not be covered by the researcher.

Baylor University Counseling Center
McLane Student Life Center, 2nd Floor
209 Speight Ave
Waco, TX 76706
Counseling_center@baylor.edu
254.710.2467

Confidentiality:

Any information obtained during this study that could identify you will be kept strictly confidential. The data will be stored within a password protected storage location by the investigator during the study and for five years after the study is complete. The information obtained in this study may be published in scientific journals or presented at scientific meetings, but the data will be reported as aggregated data. Your name will not be associated with any of the interview answers.

Opportunity to Ask Questions:

You may ask any questions concerning this research and have those questions answered before agreeing to participate in or during the study. Or you may contact the investigator(s) with the contact information below. Please contact Baylor University Institutional Review Board at 254-710-3708 to voice concerns about the research or if you have any questions regarding your rights as a research participant.

Freedom to Withdraw:

Participation in this study is voluntary. You can refuse to participate or withdraw at any time without harming your relationship with the researchers, Baylor University, or in any way receive a penalty or loss of benefits to which you are otherwise entitled.

Consent, Right to Receive a Copy:

You are voluntarily deciding whether to participate in this research study. Your signature certifies that you have decided to participate, having read and understood the information presented. You will be given a copy of this consent form to keep.

Name of Participant

Signature of Research Participant

Date

I agree to take part in this study, be recorded and for my own words to be used anonymously in the report.

Signature of the study staff taking consent:

Name of Study Staff	Signature of Study Staff	Date
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Contact Information for Investigator(s):

Leanne Howell PhD., Advisor; Leanne_howell@baylor.edu; 254-710-1937

Sagirah Wheeler, Co-Investigator; Sagirah_wheeler1@baylor.edu; (914) 830-7463

APPENDIX C

Qualitative Questionnaire Recruitment Email

Greetings,

My name is Sagirah Wheeler, and I am a Doctoral Candidate in the Doctor of Education in Leadership and Organizational Change program at Baylor University. I am seeking adult competitive bowler participants who are active in one or more bowling organizations to complete a qualitative survey for my dissertation.

The purpose of this multiple case study is to explore the experiences of competitive bowlers within bowling organizations. As a result of my research, I hope to bring an understanding of competitive bowler's experiences, how these experiences can translate into actionable items for member engagement within these bowling organizations and increase exposure of the sport to the non-bowling community.

PLEASE COMPLETE THE QUALITATIVE QUESTIONNAIRE FULLY via this [link](#). The questionnaire should take approximately 20-25 minutes to complete. Once the questionnaire is completed, you will be provided the opportunity to participate in follow-up interviews. The form will ask for your name and email address.

If you have any questions or concerns you can contact Sagirah Wheeler at Sagirah_wheeler1@baylor.edu. This dissertation is under the supervisor of Dr. Leanne Howell who can also be contacted at Leanne_howell@baylor.edu.

Thank you,

Sagirah Wheeler, MS
Doctoral Candidate – Leadership & Organizational Change
School of Education
Baylor University
Waco, TX

APPENDIX D

Qualitative Questionnaire Protocol

Opening: Included the consent form from Appendix B.

QUALITATIVE QUESTIONNAIRE QUESTIONS

PAGE 1: QUALITATIVE QUESTIONNAIRE

1. Do you agree to take part in this study, to record your responses, and have your words be used anonymously in the report?

PAGE 2: DEMOGRAPHIC QUESTIONS

2. What gender do you identify as?
 - Male
 - Female
 - Other
 - Prefer not to answer
3. What is your age?
4. What is your race or ethnicity?
 - White
 - African American/Black
 - Hispanic/Latino
 - American Indian/ Alaska Native
 - Asian
 - Native Hawaiian/ Pacific Islander
 - Other
 - Prefer not to answer
5. What state do you reside in?
6. What is your highest education achieved?
 - Some high school
 - High school
 - Associate
 - Bachelor
 - Master
 - Doctorate
 - Other
 - Prefer not to answer

7. What bowling organization(s) are you currently a member of? (Check all that apply).
 - USBC
 - TNBA
 - UBA
 - PBA
 - UBA
 - Other
 - Prefer not to answer
8. List the approximate length you have been a member of your selected organization(s)

PAGE 3: COMPETITIVE BOWLING

9. What benefits do you feel you have gained while participating in the sport of bowling?
10. Please describe your interest or passion as it pertains to the sport of bowling?
11. What has been the greatest challenge or barrier in your ability to pursue competitive bowling?
12. What has been your most meaningful experience during your time as a competitive bowler?

PAGE 4: MOTIVATION

13. What motivated you to join your selected bowling organization(s)? Please list all organizations you are a member and motivations.
14. Were those motivations met by the bowling organization(s)?
15. Have those motivations changed since joining? If so, please explain.
16. What motivates you to participate in the sport of bowling?
17. What individual needs are met when participating in the sport of bowling?
18. What individual needs are met when participating in a bowling organization(s)?

PAGE 5: BOWLING ORGANIZATION(S)

19. How does membership in your selected organization(s) meet your needs as a bowler?
20. Why did you join your selected bowling organization(s)?
21. In what ways do you interact with your selected bowling organization(s)? How often do you interact with other members?
22. Do you interact outside of the organization(s) planned events? If so, give examples.

PAGE 6: ORGANIZATIONAL CULTURE

23. Is there a culture within your selected bowling organization(s) If so, briefly describe.
24. How does that culture influence your decision to join or maintain membership within the organization(s)?
25. How do you think this culture may differ across other bowling organizations?

26. How has the culture of your organization(s) impacted your experience as a member within the organization(s)?
27. Is there anything else you would like to share about your experience in your bowling organization(s)?

PAGE 7: THANK YOU!

Please list your name and email address if you would be willing to participate in a follow-up interview to expand on your experiences pertaining to the questions listed above.

Thank you for participating in this study. If you have any additional feedback or questions that come to mind at any time, you can email me with this information to be added.

APPENDIX E

Interview Recruitment Email

Hello [NAME],

Thank you again for volunteering your time to meet with me and assist in my research goals.

This email is to schedule a time and date of our interview that works best for you. Once a time and date has been secured, the interview questions I would like to ask during our time together will be shared. This interview should take about 45-60 minutes of your time.

Please note that your participation is voluntary, and you have the right to remove yourself from the study at any time.

Please let me know if you have any additional questions. I look forward to speaking with you soon.

Best,

Sagirah Wheeler
Primary Investigator
Sagirah_wheeler1@baylor.edu

Leanne Howell, Ph.D.
Advisor
Leanne_howell@baylor.edu

APPENDIX F

Interview Follow Up Email

Hello [NAME],

Thank you again for volunteering your time to meet with me and assist in my research goals.

This email is to confirm our interview time of [insert interview date and time] via zoom [zoom link]. Please let me know if this time still works for you or if you need to make any changes. This interview should take about 45-60 minutes of your time.

Attached to this email you will find a copy of the consent form and the interview questions that will be asked during our interview. These questions are geared towards your personal experiences as a competitive bowler, as well as your experiences within bowling organizations. Your perspective will be shared as a personal experience and not on behalf of the organizations discussed. Please review and provide a signed (physical or electronic) copy of the consent form to this email (Sagirah_wheeler1@baylor.edu).

Please note that your participation in this study is voluntary, and you have the right to remove yourself from the study at any time.

Let me know if you have any additional questions. I look forward to speaking with you soon!

Best,

Sagirah Wheeler
Primary Investigator
Sagirah_wheeler1@baylor.edu

Leanne Howell, Ph.D.
Advisor
Leanne_howell@baylor.edu

APPENDIX G

Interview Protocol

Opening: Greetings and thank you for taking the time to participate in this interview for my dissertation research on exploring competitive bowlers' experiences within bowling associations. My name is Sagirah and I am currently an EdD candidate at Baylor University. This interview should take approximately 45-60 minutes depending on the length of your answers and the flow of our conversation. Attached to the email you received was a consent form that included more information regarding the study, your rights as a participant, and your voluntary willingness to participate in this interview and have it recorded. Before we can move forward can you please answer if you are willing to participate in this recorded interview?

Thank you, for that. Next, we will flow into the interview questions. As you were able to view, the questions are broken into four sections: competitive bowling experience, motivation, bowling organizations, and organization culture. You are able to ask questions or for clarification at any time during the interview. Let us get started.

General Questions

1. Which bowling organizations are you a part of?
2. From that list, which organization(s) do you most identify with?

Competitive Bowling Experience

1. Please describe your interest or passion as it pertains to the sport of bowling? (What motivates you to participate in the sport of bowling)?
2. What has been your most meaningful experience during your time as a competitive bowler?
3. What has been the greatest challenge or barrier in your ability to pursue competitive bowling?
4. What benefits do you feel you have gained while participating in the sport of bowling?

Motivation

5. What are the motivations that influence competitive bowlers to participate in the sport?
6. What motivated you to join your selected bowling organization(s)?
7. Were those motivations met by the organization(s)? Are your needs met?
8. Have those motivations changed since joining? If so, please explain.
9. What needs are met when participating in the sport of bowling? Within bowling organizations? Does these organizations meet bowler needs? During

COVID? What needs can be provided by a new member from these organizations?

Bowling Organizations

10. How does membership in bowling organizations meet the needs of bowlers who are members in that organization?
11. In what ways do you interact with your selected bowling organization(s)?
How do you interact with members in- and outside of the organization?
12. Do you have any suggestions to improve your experience within your selected bowling organization(s)?

Organizational Culture

13. How does the culture of a bowling organization impact the experience of competitive bowlers in bowling associations?
14. Can you describe the culture (bowling environment) of your bowling organization(s)?
15. What have you gained from this culture? How has the culture influenced your decision?
16. What are the pros and/or cons of this culture?
17. Do you think bowling environments differ across bowling organizations/locations? If so, please explain.

Lastly, is there anything else you want to share regarding your competitive bowling experience or bowling organizational experience?

Closing: We have now completed the interview. Thank you for taking the time to participate in this study. If you have any additional feedback or questions that come to mind any time after this interview, please feel free to email me with this information and I will add to your interview. Please give me a few weeks and you will have the opportunity to review your interview transcript. Thank you again and please have a great night.

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